

EVALUATION OF THE EU PARTICIPATION IN WORLD EXPO MILANO 2015

Final Report and Annexes



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MILANO 2015
FEEDING THE PLANET
ENERGY FOR LIFE



European Union

Official Participant

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Evaluation of the EU Participation in World Expo Milano 2015

Final Report



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Evaluation of the EU Participation in World Expo Milano 2015

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List of acronyms

ANAC	Italian Anti-Corruption Authority
B2B	Business-to-Business
CELAC	Community of Latin American and Caribbean States
DG AGRI	European Commission Directorate-General for Agriculture and Rural Development
DG COMM	European Commission Directorate General for Communication
DG ECHO	European Commission Directorate-General for Humanitarian Aid and Civil Protection
DG ENER	European Commission Directorate-General for Energy
DG GROW	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG JRC	European Commission Directorate-General Joint Research Centre
DG RTD	European Commission Directorate-General for Research and Innovation
DG SANTE	European Commission Directorate-General for Health and Food Safety
DOM	Duty Operation Manager
EC	European Commission
EEN	Enterprise Europe Network
EP	European Parliament
EPIO	European Parliament Information Office
ETF	EU Expo Task Force
EU	European Union
ISWG	Inter-service Working Group
MEP	Member of Parliament
MS	Member State
OLAF	European Anti-Fraud Office
STC	Save The Children
STOA	Science and Technology Options Assessment
TOR	Terms of Reference

Coffey International Development

The evaluation of the EU participation in World Expo Milano 2015 was carried out by Coffey International Development on behalf of the European Commission.



Coffey's Evaluation and Research practice provides high quality evaluation and research services related to policies, plans, programmes, projects, information and communication, organisations and managerial practice. It has undertaken more than 200 engagements for the European Commission over the last two decades and has therefore a **broad experience of the European institutions context and a detailed understanding of the EU policy environment.**

Over the last two decades, it has **worked across 26 Directorates-General (DGs)** of the European Commission. All evaluations conducted for the EU include an assessment of the efficiency and/or cost effectiveness of the policies, programmes and instruments covered. Coffey is also familiar with the guidelines and evaluation standards of a wide range of clients whom it has worked for, including other EU institutions (the European Parliament, the European Investment Bank, EU agencies), public bodies at national and local level (in the UK: London Development Agency, Department for Business and Innovation, Department for International Development, and in Poland: Ministry of Regional Development, Ministry of Labour, etc.); and other public, private and voluntary sector organisations.

Its international and multilingual team is composed of **highly skilled evaluation professionals** from a variety of professional and academic backgrounds, from economics and statistics to social research and development studies. Members of its team have extensive experience not only in the delivery of evaluations and impact assessments, but also in the design and implementation of systems to monitor and evaluate the outcome of a wide range of interventions, the delivery of monitoring and evaluation technical assistance, advisory services, and the transfer of relevant skills to public and private institutions.

Coffey's Evaluation and Research Practice is active in the following areas:

- **interim and ex post evaluation** of public policies and programmes;
- **impact assessment and ex ante evaluation** of public policies and EU and other international organisations' projects and programmes;
- **evaluation of information and communication strategies**, plans and activities;
- **feasibility studies** for projects and programmes.

Initially developed by the acquisition of The Evaluation Partnership (TEP) in December 2009, Coffey has joined Tetra Tech in 2016, and is now part of a much larger global network of experts than ever before. Tetra Tech brings a wealth of expertise in consulting, engineering, and technical services worldwide.

0. EXECUTIVE SUMMARY

0.1. EU participation in World Expo Milano 2015

World Expo 2015 took place in Milan, Italy from 1 May to 31 October 2015, attracting **21.5 million visitors** from around the world. It brought together 147 countries and international organisations, including the European Union (EU).

The EU participation in World Expo Milano was confirmed by the Commission in May 2013 on the basis of key considerations related to the importance of the Expo theme **‘Feeding the planet, Energy for Life’** for the EU, the central role played by the EU in food and sustainability policies, and the opportunity to foster cooperation with political and economic actors within the EU and globally. The Commission issued a formal communication where these are further explained.¹ The European Parliament (EP) also adopted a resolution on 30 April 2015 setting the political basis for the EU participation in the Expo.²

To make the most of the EU participation, it was established that this would be done in close partnership with the EP and other interested EU institutions such as the Committee of the Regions and the European Economic and Social Committee. The Commission set up an EU Expo Task Force (ETF) led by the **European Commission Directorate-General Joint Research Centre (DG JRC)** due to its proximity to the site (DG JRC-Ispira is located 60 km away from the Expo) and because it is the Commission’s in-house science service. It also arranged an Inter-service Working Group (ISWG) which involved other European Commission Directorate-Generals (DGs) linked to the Expo theme such as DG Agriculture and Rural Development (DG AGRI), DG Research and Innovation (DG RTD), DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), DG Health and Food Safety (DG SANTE), and DG Communication (DG COMM). In addition, the ETF worked collaboratively with the 20 Member States present at the Expo, and other Expo participants such as the United Nations and civil society groups, and the Expo organisers.

The **overall purpose** of the EU participation in World Expo Milano 2015 was to inform and communicate with European and international audiences on the critical topics brought forward by the Expo (i.e. food, nutrition and sustainability). But beyond this communication objective, the EU also sought to establish its role as key player in the global debate and take this as an opportunity to work towards fruitful collaborations with other stakeholders which could eventually impact on EU/global policy developments. It also aimed to facilitate conversations between EU and Third Country businesses for future trade agreements. Therefore, the EU participation in World Expo Milano had three main objectives or dimensions:

- To engage visitors in an emotional experience that talked about the EU and contribute to improving the knowledge and perception of the EU in Europe and overseas (**communication dimension**)
- To contribute to the global food debate by creating opportunities to discuss food policy developments with experts and stakeholders (**scientific/policy dimension**)
- To contribute to the EU’s growth and jobs by engaging enterprises and institutions of food related industries in meetings to discuss economic and trade opportunities between the EU and Third Countries (**business dimension**)

¹ COM(2013) 255 final

² [http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV\(2015\)0184_EN.pdf](http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV(2015)0184_EN.pdf)

Under the theme of “**Growing Europe’s Future Together for a Better World**”, the EU presence in the Expo was characterised by a pavilion of 1,900 square metres distributed over three floors. It was located in a prime spot, as it overlooked the Expo Lake Arena where the night-time events took place. On the ground-floor, the visitors were guided along a ‘narrative path’ that talked about the EU and the importance of cooperation between agriculture and science. On the second floor of the pavilion, a conference and meeting facility served to support the extensive agenda of events and stakeholder meetings planned by the EU during the months of the Expo as part of a broader EU Scientific Programme. The third floor was an open terrace space which contained areas for entertainment and social gatherings.

0.2. Background to the evaluation

The **purpose of this evaluation**, defined in the Terms of Reference produced by the Commission, was to assess the impact of the participation of the EU focusing on results related to the three dimensions of its participation, namely:

- **Communication and perception of the EU**, aimed at demonstrating whether the EU pavilion succeeded in attracting the expected number and profile of visitors, and if it inspired any variation in visitors’ information, views or perceptions regarding the EU in general and, more specifically, its work in the food and sustainability arena.
- **Scientific/Policy impact**, intended to measure the extent of the EU’s contribution to the food policy debate generated around the theme of the Expo via the EU Scientific Programme.
- **Contribution to growth and jobs**, meant to assess the EU’s capacity to leverage partners and induce company partnership agreements in the industrial sectors related to the Expo theme.

The **scope of the evaluation** was to assess the activities performed by the EU in the context of Expo Milano from 1 May to 31 October 2015. The evaluation was conducted in “real time” (from May 2015 to April 2016), which allowed the evaluators to observe and examine the implementation and management of the project on an on-going basis, and adjust the proposed evaluation tools so that they complemented existing monitoring data.

The **evaluation approach** was framed by evidence that was made available to the evaluators during the months of the Expo, which provided valuable information on the inputs, activities and outputs of the project. In addition, primary data was collected through a mix of quantitative and qualitative tools (i.e. desk-based research, surveys, observations and interviews) that were implemented at different stages of the evaluation. Primary data coming from the different tools provided insights into higher-level results or explanations behind the EU’s performance at the Expo. This included the views of a broad range of stakeholders such as visitors to the pavilion, volunteers, VIPs, members of the EU Expo Task Force and Scientific Steering Committee, representatives of the European Commission DGs, European Parliament, Member States’ pavilions, international organisations, and contractors.

Based on the triangulation of the evidence collected, the evaluators assessed the overall value of the EU participation in the Expo - in terms of visitors’ perceptions of the EU, policy impact and contribution to growth and jobs. Drawing from the findings and conclusions of this assessment, detailed recommendations for the future were developed.

0.3.Results

Based on the data collected, the evaluators drew the following overarching conclusions about the EU participation in World Expo Milano 2015.

Relevance

The evaluation found that the aims of the EU participation in World Expo Milano, and activities put in place to achieve them were broadly appropriate, especially in relation to the problems it was supposed to address and the needs/interests of the target groups. The conclusions below demonstrate this in more detail:

- **Putting ordinary citizens in the centre of the communication process proved to be a successful choice.** The EU had a key communication challenge which was to provide a clear message on how the EU affects the lives of ordinary citizens and thereby increase trust in the EU. In doing this, there was a decision to try a different communication approach, focusing on an emotional, simple, and direct narrative that talked of the EU. The high level of satisfaction and appreciation of visitors, especially of families with children, showed that the evolution from an institutional to a citizen-centred communication approach is the right path to follow during the next years.
- **However, the EU could not reach and please everyone.** The vast majority of visitors to the Expo came from Italy (circa 75% of visitors), making it difficult for the EU to reach people from other Member States and Third Countries. Moreover, most visitors to the EU pavilion had positive views of the EU and therefore reaching neutrals and visitors with negative views of the EU proved to be more difficult to achieve in this type of event. This was also the case of young people and adults over 45 years old who found the pavilion relatively less interesting than other age groups given the focus on families with children.
- **Participating in Expo Milano provided an opportunity to contribute to the Europe 2020 strategy by engaging high profile experts and stakeholders in fruitful discussions about food and nutrition security.** The EU Scientific Programme complemented well the communication dimension of the EU presence in the Expo by working as a platform for a democratic debate that involved various EU institutions and experts representing a number of sectors.
- **The B2B events organised in the framework of the Expo were highly relevant to the Europe 2020 strategy in that they created growth and jobs opportunities.** The events involved institutions and enterprises from EU and Third Countries in discussions that could potentially result in trade agreements in the food sector. The relevance of the events was evidenced in the high number of participants achieved (1,955) and the number of B2B meetings that took place (4,275).

Effectiveness

As the conclusions below demonstrate, the objectives set for Expo Milano 2015 were achieved with varying degrees. All in all, we argue that (i) the EU was highly effective in engaging visitors in an emotional experience that talked about the EU and that generated positive feelings; however, it had a limited impact on visitors' understanding of EU policies (communication objective); (ii) the EU made a meaningful contribution to the global debate on food and nutrition security, although the concrete impacts at a policy level are not yet evident (scientific/policy objective); and (iii) the EU succeeded in facilitating discussions related to economic and trade policies in terms of future agreements between EU and Third Country businesses;

however there is scope to capitalise more on these results (growth and jobs objective):

Communication impact

- **Diverse profiles of visitors, but in particular parents and children, were overwhelmingly satisfied with their experience at the EU pavilion.** This proved that the strategy of using a creative and immersive film was a successful one. The Alex and Sylvia film was everyone's favourite part of the visit and children were one of the most inspired audiences. The visit conveyed 'warm, fuzzy' feelings about EU and left visitors curious to know more. As a first experience of the EU communicating in a more emotional way, it was very encouraging and was also a learning experience for future communication initiatives.
- **More complex messages and symbols about the EU were nevertheless harder to get across.** Visitors of all ages and countries understood the main messages conveyed at the EU pavilion (i.e. that cooperation between agriculture and science is important for feeding the planet and that Europeans should work together to solve their problems). But the experience did not necessarily provide them with an increased understanding of EU policies and how the EU realises the goals/values promoted during the visit (i.e. cooperation, peace, teamwork, etc.). This was due to some drawbacks identified in the design of the experience, in particular that the information/explanations provided before and after the movie were difficult to 'absorb' in the limited amount of time people spent in the pavilion.
- **The success of the EU presence in World Expo Milano proved the importance of having a prime location in the Expo site and an attractive exterior design.** The EU pavilion's location in front of the Italian pavilion and the Expo Lake Arena, which was the result of the good (and early) cooperation established with the Expo organisers, was key in attracting numerous visitors. The pavilion's terrace made the most of this advantageous location in that it provided a privileged view of the Expo site, as well as a relaxed atmosphere which facilitated conversations and networking of VIPs and event participants. The pavilion's exterior design was delivered by the Expo organisers and had to be improved by the Commission later as it was considered to be not sufficiently attractive, especially in the context of the intense competition for visitors with other pavilions.
- **The EU's digital communication was highly effective in reaching Expo visitors and those who could not attend.** Despite the modest budget, the EU was able to build a digital community of people interested in following / discussing food policy with the EU. Engagement and fellowship on Facebook and Twitter were amongst the highest of all Expo participants, creating a 'buzz' around the EU presence in the Expo. Digital communication also worked as a common platform for EU institutions to communicate with one voice, which was highlighted as a quite unique experience in the Commission's communication tradition.

Scientific/Policy impact

- **Whereas Expo Milano was not a platform for key political decisions, it created a momentum that the EU used for promoting its central role in feeding the planet.** It gathered numerous stakeholders in the pavilion and in various other venues in Milan during six months, who were involved in discussions that could potentially have an impact on EU policy developments, particularly on agriculture and research policy. At global level, the EU issued a powerful recommendation aimed at creating an international forum where to continue discussions. This recommendation has been taken up by central global actors such as the United Nations' Secretary General. All in all, the EU showed that it had an important role to play in discussions on food and nutrition security.
- **The initial heterogeneous opinions within the Commission in relation to the value of Expos as forums for political debate and, therefore, of the role that the EU should play there framed the opportunity to plan concrete follow-up actions on the EU Scientific Programme.** The debate on food and nutrition security is on-going, but the EU will only maximise the impact of the work done in the Expo if the Commission makes plans for sustained follow-up action.

Growth and jobs impact

- **The EU-Third Country events were highly effective in fostering trade relationships and agreements between EU and Third Country businesses in the food sector.** According to evidence collected by an external contractor (PROMOS), the events resulted in a total of 94 fixed cooperation and 765 on-going negotiations or cooperation being considered between EU and Third Country companies. This shows that the EU presence at Expo Milano was not only an important communication initiative, but also a platform for leveraging partners and a catalyst of economic change.³ Nevertheless, until now results of the business dimension have been promoted to a limited extent and there is scope for the Commission to capitalise on what has been achieved.

Coherence

Here we argue that the EU participation in Milan was well aligned with the Europe 2020 strategy and with the Commission's will to restore faith and trust in the EU.

- **The EU presence in World Expo Milano 2015 was coherent with the EU's overarching policy objectives embodied in the Europe 2020 strategy.** The EU contributed to sustainable development goals (food and nutrition security) through the EU Scientific Programme, which created an opportunity for an open, interactive and forward-looking exchange with experts and relevant stakeholders on food policy. Moreover it enhanced growth and jobs by facilitating discussions on potential trade agreements between EU and Third Country businesses.
- **The EU presence in Milan was also coherent with the Commission's aim of restoring trust and faith in the EU.**⁴ Through the decision of targeting

³ Given the timeframe of this evaluation, there is no information available on whether these outcomes are sustainable and will result in effective trade agreements between the companies involved.

⁴ Jean-Claude Juncker, A New Start for Europe: My Agenda for Jobs, Growth, Fairness and Democratic Change, Political Guidelines for the next European Commission, 15 July 2014 [online:]
http://ec.europa.eu/about/juncker-commission/docs/pg_en.pdf

citizens with neutral or fairly positive views of the EU and presenting a less distant and bureaucratic EU through an emotionally engaging visitor experience, the EU presence in Milan was well articulated with other communication initiatives of the last years (e.g. "EU Working For You" pilot corporate campaign). These have attempted to show how the EU makes a difference to peoples' lives and thereby increase trust in the EU. The EU presence in Milan was also sufficiently distinct from these other initiatives in that it focused very much on children and young people and appealed to feelings and sentiments instead of being mainly informative; therefore providing a complementary offering.

Efficiency

Here we argue that the EU managed to reach and make a real impression on the targeted audiences, but had to spend more per person than some other countries.

- **The EU presence in Milan had strong effects on strategic audiences, but with a higher cost per visitor than some other countries.** People with fairly positive or neutral views of the EU, as well as children and young people, were more positive of the EU after their visit. But other countries were able to engage larger flows of visitors and as a result had lower costs per visitor. Cost-effectiveness could therefore be improved by, on the one hand, improving the capacity to attract visitors (e.g. with a more attractive exterior design and a restaurant/shop) and, on the other, enhancing the positive outcomes of the visit (e.g. improving the content centre). Also, by re-utilising the communication products that have been produced (e.g. "The Golden Ear" film).
- **The EU Scientific Programme was the element of the project that provided most value for money.** At a relatively low cost, the EU managed to engage numerous experts and international stakeholders in high quality discussions which could potentially impact policy developments. Moreover, the facilities of the EU pavilion for holding events and meetings ensured also high value for money for event organisers including EU institutions, Member States, VIPs and Italian institutions. Finally, it should be noted that the trade impact of the EU and Third Country events has not been established yet, but it is nevertheless a central factor for examining cost-effectiveness of the EU participation in the Expo.
- **The commitment and flexibility of the EU Expo Task Force, as well as strong financial processes, ensured the successful delivery of the project, but some aspects could have been accomplished more cost-effectively.** There were a number of operational challenges which could have been mitigated with the presence of more experienced staff and a clearer management structure. This affected the planning and implementation of the initiative and prevented the EU from maximising the impact of its presence.

EU added value

As the conclusions below show, the EU presence in the Expo complemented that of Member States and created important opportunities in terms of communication, public diplomacy, and B2B affairs. Moreover, the evaluation revealed that there is scope for building on the successful relationship established with Member States in this Expo and creating additional value.

- **The EU was the best positioned actor to communicate to the general public about the Europe.** Significant efforts were made in this respect and this was evident in the way the pavilion talked about the EU, focusing on shared values such as peace, solidarity and friendship. Moreover, the story of Alex and Sylvia featured a competition for the best bread where wheat was

presented as the grain that bound Europe together. There were additional actions initiated by the EU Expo Task Force with the aim of linking the EU pavilion's narrative with Member States, for example, the recipe card and landmark initiative⁵ and the collection of pictures of historic bread-related paintings and bakery photos from each Member State incorporated into the EU pavilion's visitor experience. But the importance of bread as the main unifying concept was not sufficiently taken up by visitors mainly due to the weaknesses identified in the design of the visitor experience (e.g. too much information to absorb in a limited amount of time)

- **The EU Expo Task Force fulfilled a facilitating role in the relationship with EU institutions, Member States and Third Countries and the EU pavilion emerged as a hub for public diplomacy.** The proactivity of the EU Expo Task Force in connecting people and institutions was a central element of the project, helping the EU pavilion to become a 'house' or common venue where high-level representatives could meet, exchange information and knowledge, and hold events and bilateral meetings. This resulted in an enhanced visibility of the EU in the Expo and positive image of the EU in member countries. It also helped to identify a high level of interest of various stakeholders in working together with the EU.
- **The high level of appreciation of the EU's facilitating role by Member States shows that there is scope to further enhance cooperation.** There was agreement among the Member States consulted that the EU is a global player that has greater capacity than individual Member States to impact on the more political aspects of Expos. Therefore, the EU should continue on the path of being a platform for arriving to consensus and advocating for the development of EU messages in relation to the global problems faced today.
- **The EU presence in World Expo Milano generated opportunities for discussing potential trade agreements with Third Country businesses, also for Member States not present in the Expo.** The eight EU-Third Country Events organised by the Commission counted with the participation of representatives (companies and institutions) from 83 different countries, including eight Member States which were not present in the Expo (i.e. Bulgaria, Croatia, Denmark, Finland, Latvia, Luxembourg, Portugal and Sweden). From the 4,200 B2B meetings that were organised, nearly two out of ten resulted in trade agreements or on-going negotiations.⁶ This was judged as one of the most important B2B initiatives in the Expo which benefited the EU Member States in a way which could not have been possible without the EU presence in Milan.

0.4.Recommendations

Following on from the conclusions, the recommendations below inform future decision-making with regard to communication initiatives where the EU may have a physical presence and may intend to reach either ordinary citizens or stakeholders:

- **Keep track of upcoming mass / international events and systematically assess the pros and cons of participating:** Early decisions about events in which the EU will participate (recommended to be of at least 3 years in advance in the case of World Expos) will ensure that preparations start on time

⁵ Visitors could take away national bread recipes from the different Member States pavilions and 'The Golden Ear' poster with corresponding national landmarks in the background.

⁶ In the case of B2B meetings organised by the external contractor (PROMOS), five out of ten meetings resulted in positive outcomes.

and will make it easier to formulate and execute a strategy to maximise impact. The Commission could develop procedures for a regular review and decision regarding the calendar of upcoming events (e.g. every two years).

- **Political commitment at the highest level is a necessary condition for ensuring that the EU takes full advantage of its participation in events. Other important aspects to consider include:**
 - **Goals and objectives:** these should be defined clearly and early and understood by all the actors involved, facilitating the design and implementation of the project.
 - **Coherence:** there should be plausible links between EU participation in any specific event and other relevant policies/initiatives (at global or EU level), allowing the EU to identify potential partners and ensure buy-in.
 - **Adaptability:** on-going reflection and flexibility in terms of approaches, planning and delivery should help ensure success despite unforeseen developments.
- **The EU should focus on all areas where it can add value:** Adding to the communication dimension of participating in events, there are also political and economic aspects to consider. The latter can be powerful complementary actions that the EU can undertake in order to maximise the benefits of participation.
- **Build on the approach of talking to ordinary citizens:** We recommend that the Commission adopts a more concrete and focused approach towards communicating to citizens, taking into account the insights generated in this evaluation:
 - People wanted to know more about EU policies and how exactly these affect their everyday life
 - People did not have enough time to read or interact with touch-screens and panels
 - Children were the most interested in listening stories of the EU and were the ones that knew the least about it
 - People appreciated when there was a person available for answering their questions and providing additional information
 - In calling people's attention, design and location are important aspects
- **Young people can be continued to be involved as volunteers, ambassadors or multipliers of the EU's messages;** however, they should not be entitled with the responsibility of talking about EU policies with citizens. This should be the role of Commission officials and/or policy experts present on-site.
- **Show a unified EU to give more force to the message.** Seek this by enhancing inter-institutional collaboration, pooling of resources and expertise, and avoiding the inertia of having the Commission (and its DGs) working separately from other EU institutions. This is useful especially for attracting high level experts and stakeholders to participate in events, ensuring a high number of VIP visits, and communicating unified messages on social media.

- **Continue pursuing a coherent and coordinated presence with Member States.** There is interest in having a closer collaboration between the EU and Member States (e.g. for coordinating scientific/policy events and joint cultural activities) and looking for efficiency gains in sharing/pooling resources.
- **Promote the EU presence beyond the site/venue of the event in order to enhance communication impact and a high flow of visitors and stakeholders:** This can be achieved by using traditional communication material (e.g. banners in buses, airports etc.), as well as social media, ambassadors and public relations. It is also important to disseminate information on the results of the event and any post-event actions.
- **In terms of project management, the evaluation pointed to the following needs:**
 - Consider centralising the organisation of EU presence at events, but giving the relevant DG(s) a central role, allowing that the experience and learning gained remains in the organisation.
 - Set up a task force that involves all relevant actors (including people with experience in similar events) and an integrated management approach with a clear definition of roles and responsibilities and a decision making structure and process.
 - Consider the use of open calls for tender for engaging contractors, which will provide more options for selecting and negotiating with contractors.
- **In terms of evaluating the results of participation,** involve the evaluators early in the implementation phase and establish a strong cooperation with them. Also, develop an evaluation framework to track performance and draw comparisons across Expos/events. Some measures for achieving this include:
 - Putting a system in place to support the generation, storing and sharing of (anonymised) data sets from surveys/interviews of visitors carried out during/after the events.
 - Using a limited and fixed number of variables to measure the success of future events, independently of additional variables that could be proposed in view of the specific objectives of each event.
 - Develop guidelines that specify parameters regarding the definition of variables (and their attributes) and methods for collecting data.

1. INTRODUCTION: EU PARTICIPATION IN WORLD EXPO MILANO 2015

1.1. Context

World Expos are one of the world's oldest international events. Since the 1851 Great Exhibition in London, **over a billion people** have visited a World Expo. Together with the Olympic Games and the FIFA World Cup, it is one of the events that attract most worldwide attention.

Historically, World Expos have played an important role in communicating nations' industrial innovations, acting as windows into the progress of human ingenuity. By the 20th century, World Expos had evolved into such important and elaborated vehicles for nation branding that they necessitated the development of a convention and the creation of an international governing body to guide their organisation. The **Bureau of International Expositions (BIE)** in Paris is the intergovernmental agency responsible for coordinating World's Expos since 1928. Participation in this institution has increased from 31 countries in 1928 to 168 today.⁷

Currently, these international events are **global meeting points**, serving business, political and cultural purposes. Moreover, national governments are no longer the only legitimate voice and mechanism for organising this type of events. In today's global economy, the private sector, international organisations, and even cities and regions, are centres of decision making and are increasingly making their presence known at Expos.⁸

In the 2015 edition of the Universal Expo, the theme was **'Feeding the planet, Energy for Life'** and aimed to examine and help find shared solutions for global food and sustainability challenges. It took place from 1 May to 31 October 2015 and counted with the participation of 147 countries and international organisations including the European Union (EU).



The success of the Expo was recognised by participants and stakeholders worldwide. It attracted **21.5 million visitors** from different countries, exceeding the forecasted figure of about 20 million.⁹ After a slow start, the Expo gradually increased its momentum. This resulted in a steady growth of visitors particularly during the last two and a half months, with five million visiting the Expo in October only (compared to the 6.1 million visitors of the first two months).

The slow start of the Expo was mainly attributed to an initial negative publicity, due to construction delays and corruption scandals that were resolved with the assistance of the Italian Anti-Corruption Authority (ANAC). As the Expo progressed, the domestic audience became more positive and the Expo's success was well-reported in the media, resulting in a steady improvement of visitor numbers.

At the time of this report, no break-down of visitor profiles has been made available by Expo organisers. However, Italian officials have reported to the Commission that the audience was composed of circa **75% Italians and 25% foreigners**. This is a

⁷<http://www.bie-paris.org/site/en/>

⁸ Linden, G. and Creighton P. (2000), Expo-Exchange, in Urban Land Magazine, Urban Land Institute, p. 40-104.

⁹ Expo 2015 S.p.A., Sustainability Report Expo Milano 2015. Available at: <http://www.expo2015.org/cs/Expo/1398464093530/Sustainability+Report13+ENG+-+Expo2015+SpA.pdf>

considerably larger share of foreign visitors compared to previous Expos,¹⁰ but the Expo was still considered an “Italian affair” by many.

Nevertheless, the Expo Milan exposed over 20 million visitors to the topic of food security. It also succeeded in positioning this issue high on the **global political agenda**. In effect, one of the milestones of the Expo was bringing the Charter of Milan¹¹ - a document calling for a universal “right to food” - to the United Nations (UN) Secretary General Ban Ki-moon¹². The Charter was signed by about 1 million visitors. Moreover, for the first time in Expos, Milan 2015 involved participants from the civil society and women empowerment organisations.

On the topic of this global challenge, the **European Parliament (EP) adopted a resolution** on 30 April 2015,¹³ setting the political basis for the EU participation in Milan.

In the next section, we describe with greater depth the objectives and activities of the EU presence in the Expo.

1.2. EU participation in World Expo Milano 2015

The EU has a **long history of involvement** in World Expos, with its first participation (as the European Coal and Steel Community) dating back to 1958. Since then, such international events have been used as a platform for ‘soft power’ outreach and communication on EU policies and strategies to the broader public. However, budgetary limitations have resulted in the EU scaling down its presence over the years, particularly in terms of physical space (at Expo Milano 2015, the EU occupied half of the space used in Hannover 2000). In addition, in 2000, the special unit at the Secretariat-General that was in charge of managing that participation was eliminated, together with the specific budget line. Since then, the EU participation in World Expos has been a **matter of debate**, with groups advocating for the benefits of such an EU presence and others against.

The EU participation in World Expo Milano 2015 was confirmed by the Commission in May 2013, after an extensive discussion and investigation into the merits of Expo participation. On the basis of some **key considerations** related to the importance of the Expo theme for the EU (food and sustainability), the central role played by the EU in feeding the planet, and the opportunity to foster cooperation with political and economic actors within the EU and globally, the Commission decided to participate and issued a formal communication on the matter.¹⁴

In order to optimise the EU participation in the Expo, it was established that this would be made in **close partnership with the EP** and other interested EU institutions such as the Committee of the Regions and the European Economic and Social Committee. The Commission set up an **EU Expo Task Force** (ETF), led by the Directorate-General of the Joint Research Centre (DG JRC) which was appointed as the overall coordinator due to its proximity to the site (DG JRC Ispra is located 60 km away from the Expo) and because it is the Commission’s in-house science service.

¹⁰ Expo Zaragoza 1998 (though considerable smaller and not a Universal Exhibition) only managed to achieve 3.6% share of foreign visitors. In the last Universal Expo held in Shanghai in 2010, record breaking (official) visitor numbers of over 70 million were reported, with a largely domestic audience as well (5.8% foreigners).

¹¹ <http://carta.milano.it/en/>

¹² This took place on October 16th, 2015

¹³ [http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV\(2015\)0184_EN.pdf](http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV(2015)0184_EN.pdf)

¹⁴ COM(2013) 255 final

To facilitate cooperation and coordination with the EU institutions that participated in the project, DG JRC arranged an **Inter-service Working Group (ISWG)** which involved a number of European Commission Directorate-Generals (DGs) linked to the Expo theme such as DG Agriculture and Rural Development (AGRI), DG Research and Innovation (RTD), DG Internal Market, Industry, Entrepreneurship and SMEs (GROW), DG Health and Food Safety (SANTE), and DG Communication (COMM). The members of the ISWG had monthly meetings to assist with inter-institutional coordination. In addition to coordinating with other EU institutions, the ETF worked collaboratively with the 20 Member States present at the Expo, and other Expo participants such as the United Nations and civil society groups, and the Expo organisers.

Under the theme of **“Growing Europe’s Future Together for a Better World”**, the EU presence in the Expo was characterised by a pavilion of 1,900 square metres¹⁵ distributed over three floors. It was located in a prime spot, as it overlooked the Expo Lake Arena where Expo night-time events took place. On the ground-floor, the visitors were guided along a ‘narrative path’ that talked about the EU and the importance of cooperation between agriculture and science (further details are provided in section 1.2.2). On the second floor of the pavilion, a conference and meeting facility served to support the extensive agenda of events and stakeholder meetings planned by the EU as part of a broader Scientific Programme (presented in section 4.2). The third floor was an open terrace space which contained areas for entertainment and social gatherings.

Despite some initial challenges related to construction delays (which were the responsibility of the Expo organisers - Expo S.p.A), the EU pavilion was **inaugurated on 9 May to mark Europe Day**. The inauguration ceremony and opening events were very successful in the media and included the presence of the European Commissioner Tibor Navracsics, responsible for Education, Culture, Youth and Sport, as well as for the DG JRC, on 8 May and Martin Schulz, President of the EP, and Federica Mogherini, High Representative of the Union for Foreign Affairs and Vice-President of the European Commission (HRVP). This was followed by a “Citizens’ Dialogue”, a debate between President Schulz and High Representative Mogherini and citizens which took place at the Expo Auditorium, involving citizens and high school students from across Europe.¹⁶

1.2.1. Objectives of EU participation

The overall purpose of the EU participation in World Expo Milano 2015 was to inform and communicate with European and international audiences on the critical topics brought forward by the Expo (i.e. food, nutrition and sustainability). But beyond this communication objective, the EU also sought to establish its role as key player in the global debate and to take this opportunity to work towards productive collaborations with other stakeholders which could eventually impact on EU/global policy developments. It also aimed to facilitate conversations between EU and Third Country businesses for future trade agreements.

Therefore, as illustrated in Figure 1 below, the EU participation in World Expo Milano had three main objectives or dimensions:¹⁷

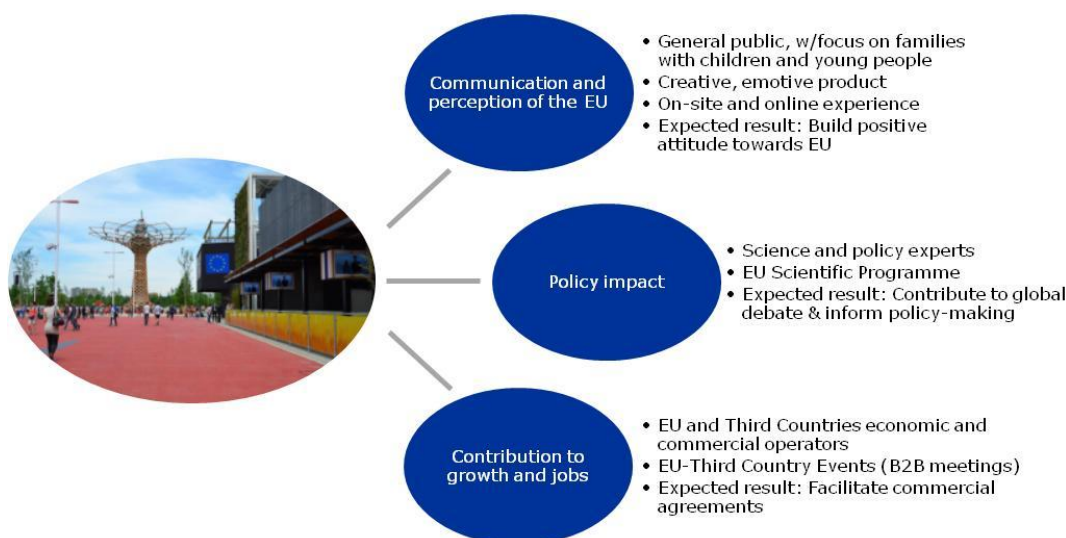
¹⁵ This accounted for 800 m2 of exhibition area plus offices, a conference room and a rooftop social area.

¹⁶ <http://europa.eu/expo2015/node/340>

¹⁷ The stated objectives were developed by Coffey, based on information available in the Terms of Reference for the Evaluation of the EU Participation in Expo Milano 2015 (JRC/23/2015 - April 2015) and concept note provided by MCI (EU Exhibition Expo Milano 2015: Phase 2A – Pre-Design Development, 20 March 2014), as

- To engage visitors in an emotional experience that talked about the EU and contribute to improving the knowledge and perception of the EU in Europe and overseas (**communication dimension**)
- To contribute to the global food debate by creating opportunities to discuss food policy developments with experts and stakeholders (**scientific/policy dimension**)
- To contribute to the EU's growth and jobs by engaging enterprises and institutions of food related industries in meetings to discuss economic and trade opportunities between the EU and Third Countries (**business dimension**)

Figure 1: The three dimensions of the EU participation in World Expo Milano 2015



What unified every aspect of the EU participation in the Expo was the pavilion's theme statement "**Growing Europe's Future Together for a Better World**". The key concept was "together", which emphasised the importance of working jointly to ensure a safe and sustainable future for all. As the Expo was about food and sustainability, the EU pavilion presented the idea of agriculture and science working in union.¹⁸

The pavilion was also based on the concept of **bread** as the "DNA of European civilization".¹⁹ This linked the EU pavilion with those of Member States, with visitors being encouraged to collect cards of national bread recipes that together formed a collection. In this way, the EU participation in the Expo intended to add value to the Member States' presence by uniting all countries under a common concept or idea.

Each project dimension expressed these central ideas in different ways, focusing on different types of audiences and proposing different activities targeted to those specific groups. In the next section, we present how the EU planned to realise the different objectives and what results were expected from these actions.

well as on the views of members of the Commission and EU Expo Task Force collected during the familiarisation interviews.

¹⁸ A story of best practices: BRC Imagination Arts and the EU Pavilion at Expo Milano 2015. Available at: <http://europa.eu/expo2015/it/node/269>

¹⁹ MCI Group, Client stories: Lead the global response to food security. Available at: http://mci-group.com/~media/Files/Client_Stories/EU_Exhibition_Expo_Milano_2015_CS.ashx

1.2.2. Target audiences, activities and expected results

We will now present the three dimensions of the EU participation in Milan focusing on the audiences it intended to target, the activities (or communication products) proposed for them and what was expected to be achieved with this.

Communication dimension

The main target group for this dimension was **visitors in general, but with a special focus on families, children and young people**. This included EU (and non-EU citizens) who are normally indifferent towards the EU, have negative views of it and/or take it from granted. During the design phase, it was understood that the Expo presented a unique opportunity to communicate with this type of audiences, showing them the 'friendly' face of the EU.²⁰ Thus, the pavilion's main attraction (**the visitor experience**) was designed to reach all kinds of visitors and engage them in an emotional and entertaining experience about the EU. It was located on pavilion's ground floor where there was the projection of the film "The Golden Ear"²¹ showing the story of **Sylvia and Alex** (a researcher and a farmer) that fall in love under unlikely circumstances.



© European Union, MCI/BRC, 2015
Source: EU web-site for Expo Milano 2015
(<http://europa.eu/expo2015/>)

The film was the core element of the project's communication dimension. But the complete storyline unfolded through a series of experiences. Firstly, at the **pre-show**, which was experienced while waiting to enter the pavilion, visitors met members of Alex and Sylvia's families through a series of exhibits. They also learned how the family stories evolved parallel to the development of the EU after World War II. Visitors could also see a collection of pictures of historic bread-related paintings and bakery photos from each Member State. In addition, visitors could collect national bread recipe cards, which were also made available at the Member States' pavilions.

Subsequently, visitors were arrived at the **main show**, which consisted of the projection of the film. The story was used as a means to convey the message of the importance of cooperation between agriculture and science in Europe, as well as emphasise the values shared by all European countries i.e. peace, solidarity and friendship. It was a high-quality animated film that included special effects which was intended to be **emotionally engaging** for the audience, as well as entertaining. Various techniques were used to produce this, including projection mapping, LCD media screens set in as picture frames, dynamic audio, 3D, vibrating rooms and other special effects such as smell of bread, bursts of heat and rainwater.

Finally, there was the **post-show or content centre** where visitors could learn more about EU policies related to the theme of the Expo and the story around the EU' Nobel Peace Prize. There they could interact and explore through a series of story books in the form of touch-screens that displayed messages on food safety, sustainability, manufacturing, competitiveness in the food market, nutrition security, research, science and innovation. There was also the 'sandwich game' which ended up being very popular especially among children. The content centre was coordinated by the DG

²⁰ EU Exhibition Expo Milano 2015: Phase 2A – Pre-Design Development, 20 March 2014

²¹ <http://europa.eu/expo2015/the-film>

JRC and developed by a number of European Commission DGs EU presence including AGRI, RTD, GROW, DEVCO, SANTE and COMM, as well as the European Parliament.

Two additional elements completed the communication dimension. One was the online experience, which included the promotion of the EU presence in the Expo via a **website** specifically developed for the event (europa.eu/expo2015) and **social media presence** (including Facebook, Twitter and Instagram). The other was the display of a collateral exhibition “**Silvia’s Lab**” at DG JRC-Ispira, 60 kilometres from the Expo. This exhibition was mainly targeted at school groups.

The expected result of the communication dimension was that people emerged from the visitor experience with a **more positive attitude towards the EU** and a greater understanding of its food-related systems and policies.

Scientific/policy dimension

The EU presence at the Expo also had a scientific and policy dimension which intended to convey the message that **science, technology and innovation** are key factors for addressing the global challenge of feeding the planet. Hence, they should all be part of the political discussions and policy initiatives on the matter. By participating in the Expo, the EU aimed to establish itself as key player in this global debate and influence future policy development.

The main target audience related to this dimension were **experts** on food, nutrition and sustainability issues, including scientists, policy-makers and other public and private stakeholders.

With this objective in view, the EU put forward an ambitious **Scientific Programme** which included publications developed by a Scientific Steering Committee, a calendar of science and policy events, and an online public consultation with citizens. The EU pavilion’s second floor was specifically designed for this and housed rooms for conferences, presentations, and meetings. A series of events also took place in the headquarters of the DG JRC in Ispira and at Universities in Milan. Further details on this are provided in section 4.2.

The expected result of the scientific and policy dimension was that the EU participation in the Expo served to **leverage partners and induce policy change** at EU and global level.

Business dimension

The Expo was also seen as an opportunity to contribute to the growth of the EU and support the job market. In line with this, the EU pavilion was conceived as a ‘**meeting point**’ for enterprises and institutions related to the agri-food sector that would like to explore economic and trade opportunities in the EU and Third Countries.

Consequently, the EU participation in the Expo also comprised an agenda of EU-Third Country events which included **B2B meetings** with the Euro-med countries and Turkey, China, Latin America and Caribbean, Japan, Africa, South-East Asia and the United States, as well as an event on Food Tourism. These were organised by DG GROW and the Enterprise Europe Network (EEN) with the assistance of a contractor, a consortium led by PROMOS-Milan Chamber of Commerce. The idea of these events was to facilitate the set-up of trade and business agreements. The meetings also counted with the presence of high level political authorities and official business representatives.

The expected result of the business dimension was that the EU participation in the Expo served to **leverage partners and contributed to growth and jobs** through the conclusion (or intention of conclusion) of agreements that increase access of EU companies to Third Country markets.

Before going into the findings of the evaluation, in the next chapter we present the background and methodological aspects.

2. BACKGROUND TO THE EVALUATION

2.1. Purpose and scope

The purpose of the evaluation was to assess the EU participation in World Expo Milano 2015, focusing on the results related to the three dimensions of its participation, namely:

- **Communication and perception of the EU**, aimed at demonstrating whether the EU pavilion succeeded in attracting the expected number and profile of visitors, and if it inspired any variation in visitors' information, views or perceptions regarding the EU in general and, more specifically, its work in the food and sustainability arena.
- **Policy impact**, intended to measure the extent of the EU's contribution to the food policy debate generated around the theme of the Expo via the EU Scientific Programme.
- **Contribution to growth and jobs**, meant to assess the EU's capacity to leverage partners and induce company partnership agreements in the industrial sectors related to the Expo theme.

In addition, the evaluation also sought to compare the EU participation in the Expo with more traditional means of communicating with the general public, such as advertising and media campaigns.

2.2. Evaluation approach and methodology

Before and over the course of the evaluation, we were provided with large amounts of monitoring data that offered valuable insights on the inputs, activities and outputs of the EU participation in Milan. In effect, one of the advantages of conducting the evaluation in "real time" was that it allowed us to observe and examine the implementation and management of the project on an on-going basis, and adjust the proposed evaluation tools so that they complemented other data and / or filled gaps. For example, once the evaluation was launched, and in view of some initial observations of the size and nature of the volunteer programme, we proposed adding a survey of volunteers to collect feedback from a group that was one of the key audiences of the project (young people), but also played an important role in running the pavilion's visitor experience.

Therefore, the scope and design of the evaluation approach was framed by evidence that was made available during the months of the Expo, which provided valuable information on the inputs, activities and outputs of the project. Primary data was collected through a mix of quantitative and qualitative tools (i.e. desk-based research, surveys, observations and interviews) that were implemented at different stages of the evaluation. The latter provided insights into higher-level results or explanations behind the EU performance at the Expo. Put differently, an important focus of the current assignment was on revising, verifying, completing, and synthesising existing evidence and complementing it with the views of a broad range of stakeholders that were engaged through the implementation of these evaluation tools. This included visitors to the pavilion, volunteers, VIPs, members of the EU Expo Task Force and Scientific Steering Committee, representatives of the European Commission DGs, European Parliament, Member States' pavilions, international organisations, and contractors.

Based on all the evidence collected, we assessed the overall value of the EU participation in the Expo - in terms of visitors' perceptions of the EU, policy impact and

contribution to growth and jobs. Drawing from the findings and conclusions of this assessment, we then provided detailed recommendations for the future. These are presented in chapters 3 to 8.

In the next section, we provide a description of the different methodological tools that were used in this evaluation and were designed to complement one another to allow a robust assessment of the evaluation questions. Adding to this, we included a reflection on the lessons learned during the implementation of the evaluation exercise and the limitations of the methodology.

2.2.1. Desk-based research

A strong **desk-based analysis** of monitoring data collected during the months of the Expo (and after it) was conducted. The data was provided to us by members of the EU Expo Task Force, DGs and EU institutions involved in the project (e.g. EP, DG GROW and COMM), and contractors. The list of monitoring data collected and analysed in this evaluation is presented in Annex 1.

2.2.2. Surveys

A total of **five surveys** were implemented to collect feedback from different types of audiences. These are presented with more detail below.

Survey of visitors

The survey of visitors was a central element of the evaluation. It was aimed at collecting visitors' views and appreciation of the visitor experience, as well as assessing the effects of the experience on their attitudes and beliefs of the EU. Its implementation required an intense coordination effort between the evaluation team, members of the EU Expo Task Force, operation team (Amadeus Holdings AG), and volunteers.

The survey of visitors was conducted in English and Italian and was launched on 1 August 2015, until the end of the Expo. The survey was conducted by volunteers using mobile phones with specialised software provided by the evaluators.

A total of **2,403 valid responses** were collected, which allowed us to explore subgroup responses (e.g. visitors from different age groups, Italian residents vs. residents from other countries etc.) with 2-3% margin of error and 95% confidence for most questions.

Annex 2 of this report presents the results of the different questions in the survey in the form of tables. This evidence was analysed and used for drafting the findings presented in this report.

Survey of children

Children and young people were considered key target groups of the EU presence in Milan. In order to examine their appreciation of the EU pavilion, we developed a version of the visitor survey specifically targeted at children from **8 to 14 years old**. Visitors 15 and over answered the main survey (see above).

The questionnaire for children was launched on 16 September 2015 and lasted until the last day of the Expo. We collected a total of **727 responses**. Volunteers conducting the survey of visitors were also in charge of approaching kids and, given the consent from their parents/teachers, inviting them to participate in a short survey after their visit.

The questionnaire consisted of six closed questions and two open questions. These were phrased in a way accessible to the audience and were aimed at collecting their views on different elements of the pavilion, as well as on the effects of the visit on their understanding of the EU. Annex 3 of this report presents the results of the different questions in the children survey in the form of tables.

Follow-up survey of visitors

Given the importance of examining the effects of the visitor experience on visitors, we included an online follow-up survey of visitors. This was sent to visitors that agreed to provide us with their email addresses during the on-site survey of visitors. The online questionnaire was sent three to four weeks after their visit to the EU pavilion.

The follow-up survey was launched (in English and Italian) on 17 September 2015 and closed in 8 December. We collected a total of **258 responses**. Annex4 of this report presents the results of the different questions in the form of tables.

Survey of event participants

In order to collect evidence in relation to the success and outcomes of the calendar of events held at the EU pavilion, we conducted a survey of event participants. It is important to note though that as the events varied considerably in terms of topics and content, and the survey was the same for all participants, the questions were quite general and focused mainly on examining broad aspects of the content and effects of the events.

The survey was launched on 8 August 2015, but due to the holiday period there were few events organised in the pavilion during August. Consequently, we waited until September to continue with the survey. We collected a total of **152 responses**. Annex 5 of this report presents the results of the different questions in the event survey in the form of tables.

Survey of volunteers

This survey was aimed at collecting feedback on the volunteer programme. The survey was sent to volunteers in waves, starting on 29 September until 8 December 2015. We collected a total of **443 responses**, representing 53% of the total number of volunteers that participated in the programme.

Annex 6 of this report presents the results of the survey in the form of tables.

2.2.3. Interviews with stakeholders

To complement the evidence collected in the surveys, we carried out 40 **stakeholder interviews** with a broad range of groups including members of the EU Expo Task

Force, representatives of the European Parliament, Commission and Member States, contractors, and other external stakeholders such as Expo organisers.

Annex 7 of this report provides further details on the interviews conducted.

2.2.4. Observations of the pavilion

We conducted two **observations** where we examined the functioning of the EU pavilion and the attitudes/behaviours of visitors in relation to the activities proposed. The evidence collected in the two observations is presented in Annex 8 of this report.

2.2.5. Comparative exercises

We carried out a set of **comparative exercises** where we examined the outputs and outcomes of the EU presence in the Expo vis-à-vis what others achieved (i.e. other country pavilions, past Expos and other Commission Communication initiatives). The results of these exercises were integrated to different elements of the evaluation, but were mostly used during the cost-effectiveness and added value analysis presented in chapter 7.

The tables below provide an indication of the cases and elements for comparison selected for the analysis.

Table 1: Pavilions - cases and elements for comparison

Cases for comparison	Elements for comparison (benchmarks)
<ul style="list-style-type: none"> • France • Germany • Spain • United Kingdom • Save the Children 	<ul style="list-style-type: none"> - Number of visitors reached - Profile of visitors reached - Level of visitors' satisfaction with pavilion/experience - Organisational set-up and performance - Cost per visitor - (Qualitative) cost-benefit assessment

The information collected from the different pavilions is presented in Annex 9.

Table 2: Past Expos - cases and elements for comparison

Cases for comparison	Elements for comparison (benchmarks)
<ul style="list-style-type: none"> • Hanover 2000 • Shanghai 2010 	<ul style="list-style-type: none"> - Number of visitors reached - Profile of visitors reached - Level of visitors' satisfaction with pavilion/experience - Pavilion concept and activities for visitors - Organisational set-up and performance - Cost per visitor - (Qualitative) cost-benefit assessment

Table 3: EC communication initiatives - cases and elements for comparison

Cases for comparison	Elements for comparison (benchmarks)
<ul style="list-style-type: none"> • 2015 European Year of Development • "EU Working For You" campaign 	<ul style="list-style-type: none"> - Number of visitors/citizens reached - Profile of visitors/citizens reached - Level of visitors/citizens' satisfaction with the activity - Effects on visitors/citizens' perceptions and attitudes - Total cost and cost per visitor/citizen reached

2.2.6. Participation in meetings with Member States pavilions and members of the Inter-service Working Group

During the Expo, we were asked to participate in three meetings, two with Member States' pavilions and one with members of the Inter-service Working Group:

- 6th Meeting of EU Member States' pavilions (9 July 2015)
- 7th Meeting of EU Member States' pavilions (28 August 2015)
- 21st Meeting of Inter-service Working Group (21 October 2015)

The objective of our participation in meetings with Member States' pavilions was to present the evaluation methodology and inquire about the possibility of sharing the EU and Member States evaluation findings. We also provided lessons learned of our evaluation with a view to assisting Member States' pavilions in their assessments.

At the Inter-service Working Group meeting we presented preliminary findings of the evaluation. This also provided an opportunity to exchange views and discuss the practical implications of the evaluation's results.

Building on the evidence collected through these methods, we assessed the overall value of the EU participation in the Expo - in terms of communication impact, policy impact, and contribution to growth and jobs, but also in relation to how the project was managed, to what extent it was cost-effective and showed EU added value. The findings of this evaluation are presented in chapters 3 to 7. Drawing from the findings and conclusions of this assessment, in chapter 8 we provide a set of overall conclusions and recommendations aimed at building institutional knowledge.

2.3. Lessons learned in the evaluation process

During the course of the evaluation, we made several observations based on our experience of putting into practice the approach and methodology agreed during the inception phase. These are expressed below, as 'lessons learned' that we suggest considering during the preparation of similar exercises in future.

- **Early start of the evaluation exercise:** while evaluations are often commissioned after an initiative has finished, the current exercise ran throughout (and beyond) the life of the Expo. This allowed us to experience the EU pavilion first-hand and observe key features of its implementation and management. We were also able to collect primary data that would not have been available otherwise, such as the on-the-spot surveys of pavilion visitors and event participants, and develop relationships with key stakeholders that proved valuable later on.

- **Collaboration with and buy-in from evaluation users:** successful evaluations require active engagement and with on-going discussion between researchers and end-users. The strong commitment to the evaluation from the EU Expo Task Force was a key success factor, particularly with regard to talking to the evaluators about any concerns and shifting needs, providing monitoring data and facilitating contact with other stakeholders. Moreover, the strong between the evaluation team and relevant functions of the EU Expo Task Force such as the volunteer programme coordinator, the contractor for the operation of the EU pavilion, and the events function, allowed the implementation of five surveys with visitors, children, volunteers and event participants. In order to define the purpose and scope of an evaluation, and maintain its independence, continuous engagement from external stakeholders, such as officials from a horizontal evaluation unit, is also important.
- **Reliance on a wide variety of primary and secondary sources:** the design of the evaluation drew on a balanced mix of tools to gather both qualitative and quantitative evidence from a broad range of stakeholders. This allowed us to examine the success of the project from different points of view, including not only the views of visitors to the EU pavilion and members of the EU Expo Task Force, but also of representatives of EU institutions (European Commission DGs and European Parliament), Member States, members of the Scientific Steering Committee, and other stakeholders such as Expo organisers and representatives of international organisations. The breadth of sources and perspectives also ensured a balanced assessment of the pavilion and, through triangulation, made up for the inevitable shortcomings in any one evaluation tool.
- **Innovative data collection strategies:** evaluations of communication campaigns frequently face difficulties in engaging with the audience reached. In contrast, the timing of this evaluation allowed us to conduct surveys of audiences in real time, ensuring large and representative samples. The availability of volunteers and application of Coffey's easy-to-use electronic survey tools for gathering the data enabled us to do this within the time and budgetary constraints of the evaluation. While the conditions of each evaluation vary, the lesson here is to think purposefully about how given evaluation questions might be answered, then look for innovative and practical solutions to obtain the necessary data. Importantly, for evaluators this can entail thinking beyond the initially suggested methodology and tools.
- **Presence on the ground:** it is inevitable that evaluations will meet some practical difficulties and unforeseen changes of plan. Good relationships with key stakeholders and continuous engagement with an initiative can make it easier to adapt quickly and find workable solutions. For example, the survey of visitors and event participants faced some practical difficulties stemming from the involvement of volunteers in carrying out these exercises, as well as from the multiple actors participating in the organisation of these tasks (this included project managers, evaluators, coordinator of volunteer programme, contractor operating the visitor experience, and events function). There were moments where the different actors involved had different expectations of the exercises and how these would be conducted. To deal with this, we strengthened coordination and communication with the different actors involved and, in certain occasions, adopted the role of 'mediators' between project managers and contractors. While this was an appropriate approach, it also revealed the need of a closer follow-up and on-site presence of evaluators. In addition to this, there were various occasions in which we were asked to participate in meetings at the EU pavilion which were not foreseen in the evaluation budget. Leading from this, for similar projects in future we suggest emphasising the need for a presence on the ground and considering this in budgetary terms. Even though our team included the presence of an on-site

coordinator, the amount of work and the level of coordination needed surpassed our initial expectations and envisaged resources.

- **Engagement with external stakeholders:** interest in an evaluation extends beyond those responsible for the initiative being evaluating. Engaging with such stakeholders can make relevant data available, increase an evaluation's influence and lead to some economies of scale. In our case, a group of Member States were quite open to share data with evaluation team about their participation in the Expo. This resulted from the strong relationship built between the EU Expo Task Force and representatives of other pavilions. It allowed us to include a comparative element that placed the EU pavilion in context, holding its performance (in general and financial terms) up against the achievements of others. The evaluation also revealed that there is scope for strengthening links more, for example, in terms of pooling resources. This could be taken forward in future initiatives where the EU participates alongside the Member States, in terms of joint evaluations or surveys. Such action could provide economies of scale while also ensuring that results are comparable.

2.4.Limitations of the methodology

The implementation of the current evaluation had a few limitations some of which were identified already during the preparation of the proposal and others which were the result of adjustments that had to be made in face of some unforeseen situations. Below, we provide a brief reflection on this limitations and how they were addressed to provide a robust evaluation of the EU presence in Milan.

- **Neutrals and negatives:** As explained in section 3.2, most visitors had positive or 'fairly' positive views of the EU already before visiting the EU pavilion as this audience is usually more strongly predisposed than neutrals or negatives to notice and be interested in the EU presence. Given the timeframe and budget of this evaluation, it was not possible to include a tool to collect feedback from audiences that did not visit the pavilion and may have more negative views of the EU and its presence in the Expo. An exercise like this one would require, for example, a group of enumerators (volunteers or people contracted specifically for this) that would survey Expo visitors close-by and far away from the EU pavilion.
- **Mid and long term effects:** As the evaluation was implemented on "real time" and finalised a few months after the end of the Expo, it was not possible to examine effects that are normally realised in the mid or longer term and are the result of a myriad of factors, for example, changes on beliefs, attitudes and behaviours. Drawing from this, we focused on examining plausible *short-term effects* i.e. whether the visit to the EU pavilion caused any particular *feelings* and/or *reinforced* any previously held beliefs about the EU. Nevertheless, we also made an attempt to collect some feedback on recall of the visit and residual memory by including a follow-up survey of visitors that was sent by email to a sample of visitors one month after they had visited the EU pavilion. The results of this survey were quite similar to the one implemented on site and therefore indicate the persistence of certain views; however they should not be taken as a definite assessment of mid or long term impacts.
- **Event participants:** The survey of event participants served to collect responses from 152 people, which was a smaller sample than planned (300-350) and did not allow us to break-down responses by independent variables such as age, country, etc. The factors that explain the number of responses achieved were mainly shortages of volunteers on certain days (ensuring full

operation of the visitor experience was prioritised over the implementation of the survey); difficulties experienced in engaging participants during or after the events (participants usually had to leave quickly after the event); and late launch of the survey (survey was ready to be launched in August, but there were fewer events during the holiday period and had to be postponed until September). The evidence collected was nevertheless very useful to identify a general trend and, by combining survey results with the views of stakeholders that participated in interviews the evaluation team were able to produce a robust examination of the EU's contribution to the Expo and food policy debate. For the future, it would be important to launch this type of survey earlier and envisage for alternative ways of collecting feedback from participants, for example, arranging for telephone interviews that would take place at a more convenient time.

- **Comparative exercises:** The scope of the comparison with past Expos, other country pavilions and other Commission communication initiatives had to be adapted to the evidence available. More than the amount of information available, the main restriction was that the data could not be easily compared to each other. For example, in the case of past Expos, we had access to the evaluation reports only and not to the raw data from the surveys. This made it difficult to compare results between different age groups for example, as the age ranges used in past Expo evaluations and the current evaluation were different. Also, in the case of Member States' pavilions we did not have enough information on how visitor numbers and satisfaction was measured or the budget composition. This limited the extent to which the EU's cost-effectiveness could be compared with that of other Member States' pavilions. For the future, it would be important to agree on which variables could be measured across Expos and/or other similar events (for examples, those stated in the Terms of Reference of this evaluation), and on how data will be stored and shared from one Expo/event to another. It would also be important to ensure comparability with other Commission communication initiatives.
- **Views and perceptions of stakeholders:** The opinions of people consulted during the evaluation were likely to bring some element of bias to the analysis. In particular, contractors who designed and operated the visitor experience are likely to make a more positive assessment of their work and bring their organisations' interests to play in their responses. Also, the people involved in the implementation of the project are also more likely to have positive opinions of the organisation and management of the project than stakeholders that examine the process from the outside. To address this, we held up self-assessments against each other, and especially against the assessment of 'outsiders' (e.g. VIPs, Expo organisers, Member State, EC or EP representatives, depending on the case) who provided views that balance those of the people more involved in the implementation of the project. We also triangulated the findings from different tools (e.g. interviews, surveys, observations) so that the answer to each evaluation question is supported by different sources of evidence collected.

In the following chapters we present the main findings of the evaluation and answers to the evaluation questions set by the Commission. The answers are provided on a thematic / topical basis with a view to reducing overlap between areas.

3. COMMUNICATION IMPACT

'Communication impact' can be conceptualised as the capacity of a given communication initiative to **reach the target group and produce an 'effect'** on its attitudes, beliefs and/or behaviours. This section examines the extent to which the EU succeeded in reaching the targeted audiences and whether the visitor experience contributed to improving their knowledge and perception of the EU.

As was explained in chapter 1, the EU aimed to use its presence at Expo Milano as an opportunity to communicate with EU (and non-EU) citizens showing them a friendly face of the EU and getting closer to their hearts. This differed from the more 'formal' and 'institutional' participation of the EU in past Expos and in massive communication activities in general. Therefore, the pavilion's main attraction (visitor experience) was designed to reach all kinds of visitors, but especially families with children and young people, and involve them in an **entertaining and emotional experience** that talked about the EU and its food-related policies. The expected result was that people emerged from the visit with a more positive attitude towards the EU and greater awareness of its actions in the food and nutrition realm.

The aim of focusing on families with children and youngsters was grounded in the idea that many of the younger generations **take the EU 'for granted'** and, to some extent, are indifferent towards it. During the preparation phase, it was understood that the Expo offered a unique opportunity to communicate with this type of audiences and show them how the EU is present in their daily lives and what are the values it promotes. This approach was in line with the political guidelines for the Commission 2010-2014, where President Barroso recognised that there was a need to rekindle *"a passion for Europe, a new pride and feeling of connection between the EU and its citizens"*.²² This understanding continued under the next Presidency when Jean-Claude Juncker emphasised that trust in the European project was at a historic low and that it was critical to rebuild bridges in Europe to restore European citizens' confidence.²³

The ensuing sections argue that the EU Expo Task Force had an adequate understanding of this context, and developed a visitor experience that addressed these challenges quite successfully. In effect, it managed to reach the targeted audiences and communicate with them in a way that they welcomed and appreciated, resulting in an **improved perception of the EU**.

Below we examine the communication impact of the EU participation in World Expo Milano, basing ourselves in the Evaluation Questions (EQs) included in the evaluation's Terms of Reference, namely:

EQ 1: To what extent has the EU pavilion been successful in attracting numerous visitors with diverse profiles?

EQ 2: To what extent was the pavilion appreciated by the visitors?

EQ 3: Did the visitors appreciate the design, décor, special effects in the EU pavilion?

EQ 4: Was Sylvia's lab been successful?

²² José Manuel Barroso, Political guidelines for the next Commission, p.11. Available at: http://ec.europa.eu/archives/commission_2010-2014/president/pdf/press_20090903_en.pdf

²³ Jean-Claude Juncker, A New Start for Europe: My Agenda for Jobs, Growth, Fairness and Democratic Change, Political Guidelines for the next European Commission, 15 July 2014. Available at: http://ec.europa.eu/about/juncker-commission/docs/pg_en.pdf

EQ 5: Did the EU pavilion receive acknowledgements and prizes?

EQ 6: To what extent were the show and the post-show successful in communicating clear messages on the EU?

EQ 7: To what extent were website, social media and traditional media efficient in reaching the visitors of World Expo 2015 and those who could not attend it?

EQ 8: To what extent was the Europe Day successful?

The findings and answers to these questions were based on data from the following sources:

- Rating of the visitor experience through 'Happy or Not' visitor feedback terminal set at the EU pavilion
- Survey of visitors implemented by Coffey from July to October 2015, which included a specific set of questions for children
- Follow-up survey of visitors implemented by Coffey from October to December 2015 (in average four weeks after visiting the pavilion)
- Survey of volunteers implemented by Coffey from October to December 2015
- Two observations conducted by Coffey in August and October 2015
- Survey and monitoring data received from DG JRC relating to Sylvia's Lab in Ispra

3.1.Number of visitors and visitor profiles

EQ 1: To what extent has the EU pavilion been successful in attracting numerous visitors with diverse profiles?

The first and most evident variable for measuring the impact of the EU participation in World Expo Milano is the number and profile of visitors who visited the pavilion. Hence, in this section we argue that the EU pavilion achieved its communication objective of reaching numerous visitors of diverse profiles, but especially families with children and young people, and those with neutral and fairly positive views of the EU.

Number of visitors and visitor profiles

The EU pavilion's target capacity was estimated at around 70% of maximum throughput (1 million visitors), which was defined as reached if the pavilion was 100% full, 13 hours a day during the 183 days of the Expo. Monitoring data provided by the ETF revealed that the EU pavilion received a total of **657,150 visitors**,²⁴ meaning

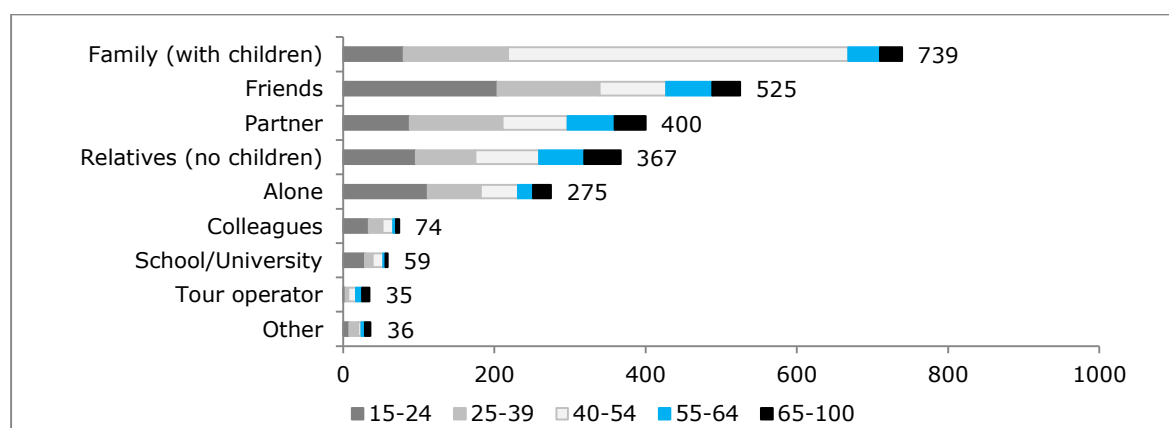
²⁴ An additional 6,500 visitors went to the Sylvia's Lab exhibition located at DG JRC Ispra.

that it reached **66% of the target capacity**, which is very positive considering the competition for visitors with the most popular and stunning pavilions (United Kingdom, Japan and Italy, among others) and also that the pavilion opened eight days later than the Expo (due to construction delays by the Expo organisers). In addition, the construction delays led also to many technical failures until beginning of June, further impacting on the flow of visitors.²⁵

In addition to this, and in line with what happened with Expo visitors' numbers, there was a **slow start and a steady growth of visitors** to the EU pavilion from September 2015 onwards. In effect, in the first three months there were circa 252,000 visitors compared to over 405,000 in the latter three. This experience was similar in other Member States' pavilions (e.g. United Kingdom, France, Germany, The Netherlands and Hungary), as reported by senior officials of these pavilions interviewed in the context of this evaluation. The media also reported on the increase in visitor numbers towards the end of the Expo.²⁶ The EU pavilion was one of the few pavilions promoted as a children-friendly spot in the Expo. Therefore, there were also masses of school groups visiting the pavilion with the start of the school term in September.

In terms of the profile of visitors, the survey revealed that the EU **reached the targeted audiences**. In effect, the largest group of visitors were parents aged 40 to 54 who went to the pavilion with their children, followed by young people visiting with friends (Figure 2).

Figure 2: Visitors' visiting modality by age group²⁷



n = 2,510

But the EU pavilion could not reach everybody. In line with the profile of Expo visitors, the **large majority were from Italy** (eight out of ten visitors), making this an Italian event overall. However, the portion of foreign visitors (non-Italian) who visited the EU pavilion was considerably higher compared to Hanover 2000.²⁸ Non-Italian visitors at the pavilion represented 15% of all visitors and were mainly from France, Switzerland,

²⁵ As explained in the Final Operation Report by Amadeus Holdings AG, the construction delays caused a late initiation of the simulation exercises and testing of technical equipment, which had to take place once the pavilion opened. This meant that the visitor experience was not functioning at its maximum capacity and highest quality until a couple of weeks after the opening.

²⁶ Media reports (see for example, "20 million people visited Milan Expo, a 'huge success'", Euronews: <http://www.euronews.com/2015/10/29/20-million-people-visited-milan-expo-a-huge-success/>), as well as observational data, confirmed this too and highlighted that towards October 2015 there were 'overwhelming' crowds and five hour (or longer) waiting time to gain access to popular pavilions.

²⁷ Age groups used for analysing the profile of visitors are those used by Eurostat.

²⁸ Differences in the ways data were recorded and presented meant only Hanover presented meaningful figures for comparison. In Expo Hanover, nine out of ten visitors to the EU pavilion were from Germany, the host country; whereas in Milan, Italians represented eight in ten.

Germany and Belgium. Among the non-European countries, people coming from China were the most frequent visitors (circa 1%). Moreover, looking into different age groups, the data revealed that non-Italian visitors were usually young people (15 to 24 years old) or adults in the range of 25 to 39 years old, confirming the appeal of the EU pavilion for young audiences coming also from outside Italy.

The visitor survey asked people from Italy to leave their postcode in order to track which region they were visiting from. Not surprisingly, most visitors came from the region of Lombardy (30%), followed by Lazio (including Rome) (20%) and regions surrounding Lombardy such as Emilia Romagna, Veneto and Piemonte.

Visitors to the EU pavilion were **highly educated** in absolute terms. More than half of survey respondents had a university degree, either a bachelor, master or post-graduate degree (51%). Compared to the Italian population in general, 57% have completed upper secondary school,²⁹ whereas at the EU pavilion, at least 90% of visitors had completed secondary school. Similar numbers hold true when looking at results for Italian visitors only (88%).

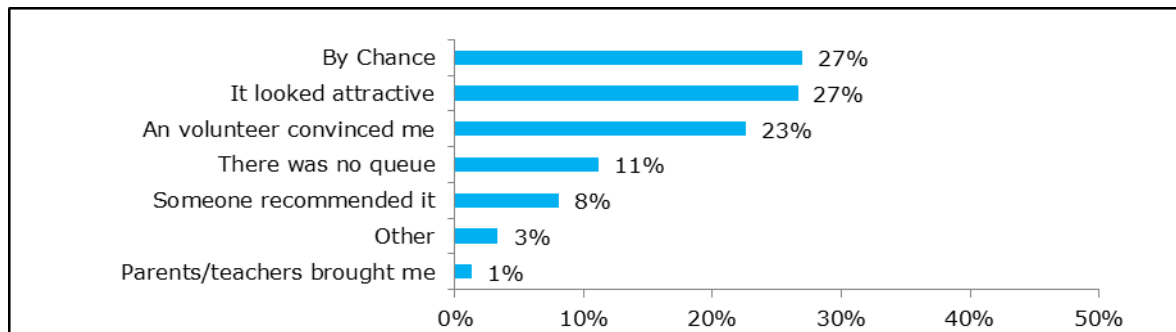
The EU pavilion showed an important capacity to attract **'spontaneous' visitors** (about two thirds of visitors) i.e. people who had not planned to visit the pavilion in advance, and this was partly due to the promotional actions by **volunteers**. In effect, according to the survey of visitors, almost 15% of total visitors went to the pavilion because of the work of volunteers. In absolute terms, this translates to circa 100,000 visitors of the total of 657,150 visitors to the EU pavilion.

Among the people who had planned to see the EU pavilion during their visit to the Expo (32%), circa four out of ten had learned of the pavilion because **someone recommended it** (39%) or **through the media** (36%). When asked in what media they had heard about the pavilion, four out of ten said it was in the Expo Milano website (44%), followed by the newspaper and TV (15% each) and social media (9%). Looking at young visitors (15 to 24 years old), the share of people who found out about the EU pavilion through the Expo website increased to 54%. Facebook was also a more frequent source of information for this group of visitors than others (16%). TV and the newspaper were a source of information on the pavilion especially for visitors over 55 years old. Based on this data, it is possible to say that actions to promote the EU pavilion through traditional and social media were quite successful too.

Figure 3: Geographical distribution of Italian visitors by administrative region (n=895)



²⁹OECD Better Life Index – Italy. Available at: <http://www.oecdbetterlifeindex.org/countries/italy/>

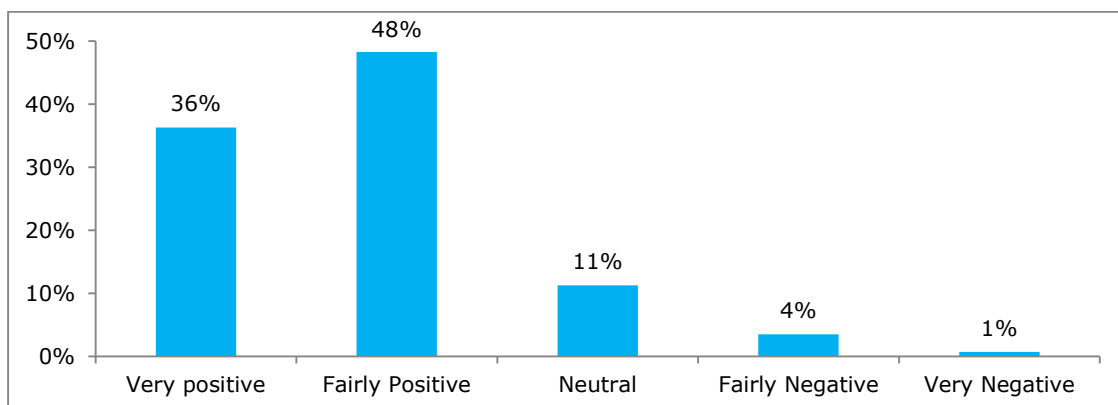
Figure 4: Spontaneous visitors' motive for visiting the EU pavilion

n = 1,626

Views of the EU

As was mentioned in the introduction to this chapter, one of the aims of the EU was to increase visitors' favourability towards the EU. This is a difficult task for any communication initiative, among other things because audiences with pre-existing negative views are unlikely to engage at all. For this reason, a more realistic goal for the EU pavilion was to focus on visitors who were open to EU messaging, but not already active or highly knowledgeable; in other words, those with 'fairly positive' and 'neutral' views of the EU.

The EU **accomplished this goal** in that nearly six in ten visitors fit this profile, with 48% of survey respondents who said they were fairly positive towards the EU and 11% that they were neutral (Figure 5). This provided the EU with a unique opportunity to make a difference among a large majority of visitors to the pavilion. The remaining visitors were harder to reach, either because they were already 'very positive' in their attitudes to the EU (36%) or negative (5%). The impact on visitors' views is examined in section 3.3.

Figure 5: Visitors' views of the EU prior to the visit

n = 2,650

Conclusion

Despite construction delays and the furious competition for visitors, the EU pavilion achieved its objective of reaching a high number of visitors (657,150) of diverse profiles. But it especially reached the target audiences i.e. families with children, young people and visitors with 'fairly positive' and 'neutral' views of the EU. This provided the EU with an opportunity to impact on strategic audiences. It is still worth

noting that the large majority of visitors were from Italy, making this an Italian event overall. Last, survey results also pointed out to the importance of volunteers and media promotion in attracting visitors to the pavilion.

3.2. Visitor satisfaction and expectations

EQ 2: To what extent was the pavilion appreciated by the visitors?

EQ 3: Did the visitors appreciate the design, décor, special effects in the EU pavilion?

EQ 4: Was Sylvia's lab been successful?

EQ5: Did the EU pavilion receive acknowledgements and prizes?

The overall objective of the visitor experience was to engage visitors in an emotional and entertaining experience that talked about the EU in order to convey positive feelings about it. In this section we demonstrate that visitors were very satisfied with the experience and appreciated especially the main show (i.e. the Alex and Sylvia movie, the animations and special effects). The attractiveness of the visitor experience was also evidenced by the acknowledgments and prizes received from the Expo organisers and EU stakeholders who also visited the pavilion.³⁰ Nevertheless, there were some aspects of the visitor experience which could be improved in order to maximise impact.

Overall visitor satisfaction

The results of the surveys of visitors and observations of the pavilion are conclusive in that **visitors were overwhelmingly appreciative** of the EU pavilion as well as of Sylvia's Lab at DG JRC-Ispra.

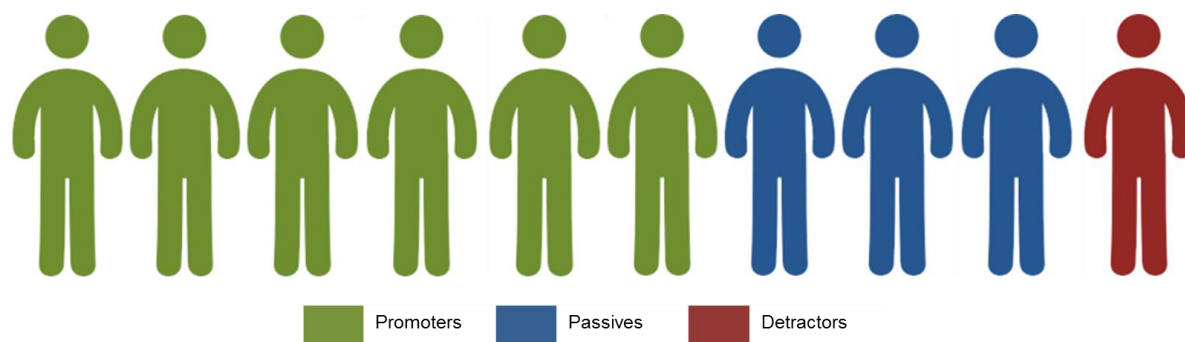
With almost 200,000 responses collected (ca. a third of total visitors), the exit survey at the EU pavilion which asked visitors to rate their experience with a 'smiley face'³¹ reported that nine out of ten were very satisfied with it. The positive appreciation of visitors appears to have **persisted in time** as evidenced in the follow-up survey of visitors which was conducted after the visit. In average, a month after visiting the EU pavilion, nine out of ten visitors were still of the opinion that they had enjoyed their visit. In relation to Sylvia's Lab, an exit survey asked visitors to rate their experience. Around nine out of ten said their visit was either "excellent" or "good". Visitors were also

³⁰The EU pavilion received an Honourable Mention for "Best Presentation" from the Exhibitor Magazine (<http://www.exhibitoronline.com/news/article.asp?ID=15391&email=clachel@brcweb.com&s=3504Stb>). In addition, "The Golden Ear" film was nominated for the Oscar for "Short Animated Film", although it remained out of the top 10 movies that made it to the Oscar's final selection. The EU also received numerous acknowledgements in the pavilion's golden book and through emails sent to different members of the EU Expo Task Force. Finally, the EU Scientific Programme for Expo Milano 2015 (see section 4.2) won the "Euromediterraneo2015" prize for public communication at the national level from Confindustria Assafrica & Mediterraneo (<http://www.assafrica.it/>) and Associazione Italiana della Comunicazione Pubblica e Istituzionale (Italian association of public and institutional communication - www.compubblica.it/).

³¹ A total of 18 weekly reports were provided to us on visitor satisfaction by the EU Expo Task Force (from 7st of June to the 30th of October).

very satisfied with the quality of information and assistance that was provided at the Lab.

Another metric for examining overall appreciation of the EU pavilion was the likelihood that visitors would recommend it to others. In the survey conducted on-site, we asked visitors to say, on a scale from 0-10, how likely they were to recommend the pavilion to family/friends. In marketing, it is general practice to consider “promoters” those who responded 9-10, “passives” those who said 7-8, and “detractors” the ones who responded 0-6. The results were very positive, with **six out of ten visitors who were promoters** and thus were very likely to recommend the pavilion to others. The results are illustrated in the figure below.³²



It is worth noting that there were slightly more promoters among visitors who were **visiting the pavilion with children** (seven out of ten), which reinforces the idea that the pavilion was very successful among the targeted audiences. In line with this, there were fewer promoters among young people (15 to 24), with ‘only’ five out of ten. The latter were also more likely than others to think that the pavilion was more for children, as evidenced by the results of the follow-up survey of visitors. Not surprisingly, visitors who already had positive views of the EU were more likely to recommend the pavilion to others (seven out of ten of these were promoters).

In order to gain a deeper understanding of visitors’ thoughts of the EU pavilion, we asked survey respondents to describe their experience by selecting one word among a set of five proposed. A majority thought the pavilion was interesting or entertaining (over 50%), independently of the visitor’s age. Evidence collected during the observations confirmed these findings and signalled that the visit was **especially entertaining for the youngest visitors**. For example, children were seen screaming or laughing with delight and clapping their hands with the special effects of the film (e.g. water sprays and simulated lightning).

Visitors’ appreciation of the pre-show, show, and post-show

The survey of visitors included a set of questions aimed at examining visitors’ satisfaction with specific elements of the pavilion, in particular the pre-show, show and post-show. As was explained in section 1.2.2, the EU pavilion’s visitor experience was made up of three moments happening in three different areas. The first one was the

³² The question of “how likely you are to recommend...” is used in marketing mainly to measure products/services’ Net Promoter Score (NPS). NPS is % promoters - % detractors. The pavilion’s NPS was 51 (58%-7%), which is considered to be very high. But an NPS score in isolation is not very useful and is difficult to compare to external benchmarks. However, it can be used as a metric to track performance over time and compare to other similar events. It is also a metric that can be used to segment audiences, for example, to know the opinions of people who rated it really low on NPS.

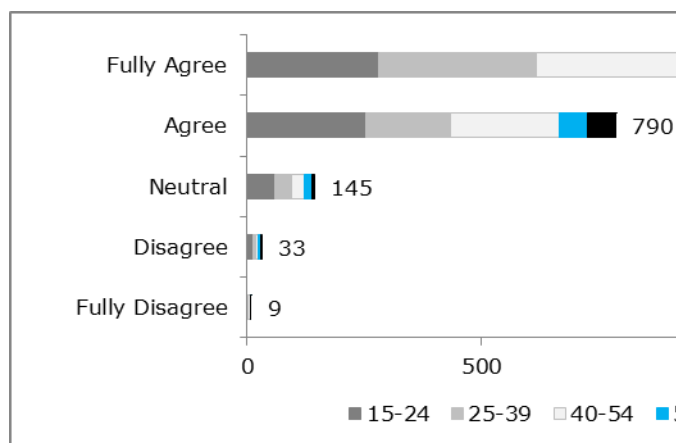
pre-show, which served as an introduction of what visitors would see in the pavilion (e.g. they met Alex and Sylvia and saw how their family stories evolved parallel to the development of the EU). Then they were driven to main show where the film “The Golden Ear” was projected. The third moment (post-show) was the visit to the content centre where they could learn more about EU policies linked to the Expo themes.

A vast majority of visitors were positive about what they experienced in the three areas. They thought that the story about Alex and Sylvia’s families shown in the queue (pre-show) was interesting, but they were **especially satisfied with the show**, with over 90% who agreed that the movie was entertaining (Figure 7). Among those who appreciated the movie the most (i.e. those who “fully agreed” that it was entertaining), it was possible to find a large share of adults aged 40 to 54 year olds. As explained in section 3.1, a high portion of these were parents visiting the pavilion with their children, indicating that the movie was very well received among one of the key target audiences of the EU pavilion. This is reinforced by the results of the survey of children, with a vast majority (85%) who said it was their favourite thing of the visit (Figure 8).

A central element of the main show was the **animations and special effects** such as images displayed on the walls, the smell of bread, the rain, and the vibrating floor. These were very much appreciated by visitors too, with almost all visitors (96%) agreeing that they made the experience more exciting. Evidence collected during our observations showed that these were **especially popular among children**, who looked captivated by the movie and reacted strongly to the various special effects. In addition, many visitors, especially teachers and parents, asked if the movie was available online, on TV or if it could be shown at schools. A significant number of kids surveyed wanted to see the film again in the future (93%).

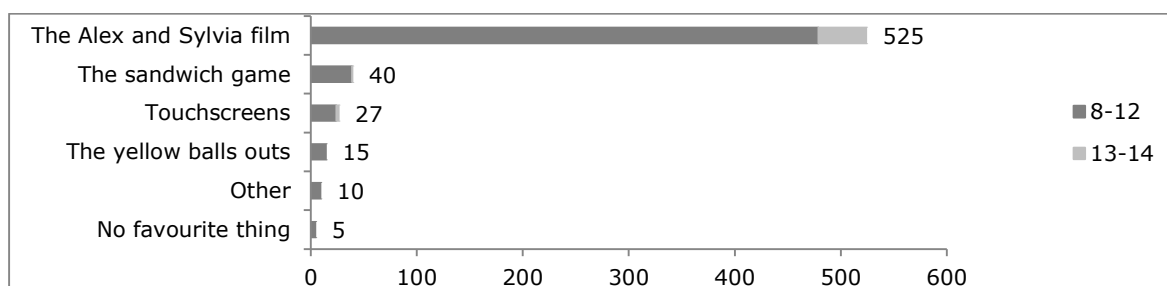


Figure 7: Visitors’ agreement that “The Golden Ear” film was entertaining



n=2,402

© European Union 2015
Source: EU website for Expo Milano 2015
(<http://europa.eu/expo2015/>)

Figure 8: Children's favourite thing in the pavilion

n = 612

Despite the positive survey results in relation to the post-show or content centre (eight out of ten visitors agreed that the touch-screens provided interesting information about the EU), the observations conducted indicated that the interactive displays were often approached by younger visitors (especially the sandwich game) and that **adults did not spend much time at the panels**. The latter usually left the pavilion quickly, especially during the last month of the Expo when school groups were busy playing with the screens and there was not much room left for other audiences. In line with this finding, the survey of children showed that the youngest very much enjoyed the touch-screens and, in particular, the sandwich game (Figure 8). The **popularity of the sandwich game among children** was also confirmed during the observations, with children very often gravitating towards it.

Our observations served to point out additional shortcomings in the design of the visitor experience, and especially of the post-show. But these are treated with more detail in section 3.3.

Before going into the next section, we would like to highlight that the EU pavilion received an Honourable Mention for "Best Presentation" at the Exhibitor Magazine 2015 Awards.³³ Moreover, "The Golden Ear" film was nominated for the Oscar for "Short Animated Film", although it remained out of the top 10 movies that made it to the Oscar's final selection. The EU also received numerous acknowledgements in the pavilion's golden book and through emails sent to different members of the ETF by VIPs and stakeholders. This further reinforces the evidence on the high level of appreciation of the EU presence at the Expo overall.

Comments from VIPs left in the EU pavilion's golden book:

"My congratulations to those especially at DG JRC who have made our participation in Milano a communications, branding, and substance success" (High level Commission official)

"Big thanks to the whole team for the excellent presentation of Europe" (Vice-President of the Commission)

"Very good ideas of EU cooperation and image" (Minister of Czech Republic)

Conclusion

The evaluation served to confirm that visitors were overwhelmingly positive about the EU pavilion (and Sylvia's Lab), and were likely to talk positively about it with others. A vast majority, but especially families with children, found the experience interesting and entertaining. This indicated that the pavilion pleased one of its main target audiences. The follow-up survey of visitors also suggested that the positive opinions of the EU pavilion persisted one month after, indicating a positive 'residual' memory of their visit to the EU pavilion. Despite the positive results, it is necessary to point out

³³ Exhibitor Magazine has a prestigious exhibit-design competition dedicated to show exhibits (<http://www.exhibitoronline.com/news/article.asp?ID=15391&email=clachel@brweb.com&s=3504Stb>).

that the observations revealed some areas for improvement in the visitor experience that could maximise the communication impact on visitors.

3.3.Messages conveyed by the visitor experience

EQ 6: To what extent were the show and the post-show successful in communicating clear messages on the EU?

We defined the passing of a message as a process which goes beyond reaching the target audience and represents the receipt of the message i.e. that the target group registers the messages (awareness) and that it understands it. The medium used also has an impact on the extent that the message is passed to the audience. In this section we show that visitors registered the main messages conveyed; however their understanding of what the EU was trying to show with these messages required additional explanations and information that were not always effectively provided. Despite of these flaws, visitors still emerged from the visit with a positive feeling of the EU, pointing to the power of providing an emotional and immersive 'experience' to visitors.

Visitors' awareness of the pavilion's messages

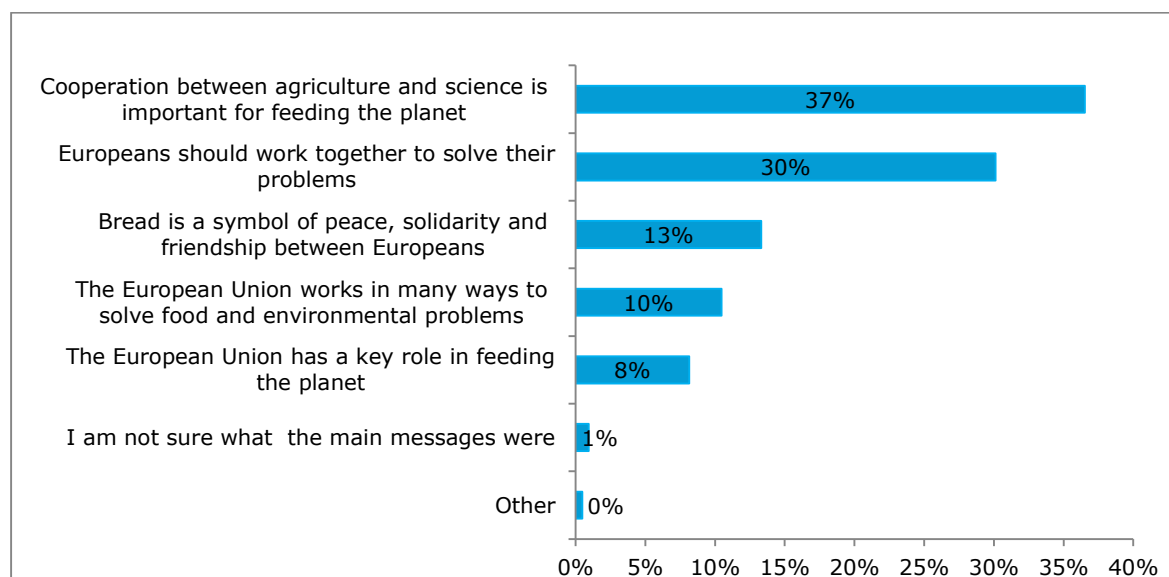
The overall objective of the visitor experience was to engage visitors in an emotional experience that talked about the EU and contribute to improving their perception of it. As we explained in section 1.2.2, the key concept of the EU pavilion was "together", which emphasised the importance of cooperation in ensuring a safe and sustainable future for all. As Expo Milano was about food and sustainability, the EU presented the idea of agriculture and science working together. In order to convey these ideas, visitors were driven through the visitor experience in the following way: (i) in the pre-show, they were lead through a story on the EU using the example of wheat and bread as founding elements of European civilization; (ii) in the show, visitors were engaged in an emotional story of two people (a scientist and a farmer) who fell in love under unlikely circumstances and, through their individual life-stories they learned about EU history, and current food, research and development EU policies; and (iii) in the post-show, they were given the opportunity to deepen their knowledge of the policies presented during the show.

Through this narrative, the EU intended to convey the following key messages:

- Europeans should work together to solve their problems
- Cooperation between agriculture and science is important for feeding the planet
- Bread is a symbol of peace, solidarity and friendship between Europeans
- The European Union has a key role in feeding the planet
- The European Union works in many ways to solve food and environmental problems

In order to examine the extent to which visitors registered and heard all or part of these ideas, in the survey we invited them to select up to three main messages from a list of five.³⁴ To assess recall, we tested the messages again in the follow-up survey conducted one month after the visit. Surveys and observations' results showed that the EU successfully **conveyed the messages it aimed to deliver** through the visitor experience. The main messages that visitors took from their visit, regardless of nationality or age group, were those related to 'cooperation' and 'working together'. Around seven out of ten visitors selected the first or second message in Figure 9 during the visitor survey.

Figure 9: Messages taken from the visit (on-the-spot survey of visitors)



n = 3,875

Looking at the results of the follow-up survey, it is possible to say that the great majority of respondents had a **'residual' memory of the messages conveyed** at the pavilion. When asked to describe what first came to their mind when thinking about the EU pavilion, most centred their comments on the messages of 'unity' and 'cooperation'. According to comments left by visitors, the messages of the pavilion were considered 'simple, but effective'.

In order to examine **what children understood of the movie**, in the survey we asked them to describe the film to a friend. The majority of kids recognised the key message as being one of cooperation, friendship, teamwork, peace or love between different countries and people. Several children also spoke of the bread as being a symbol of union and cooperation.

Visitors' understanding of the messages

It is worth examining the effects of the visit with greater depth. The follow-up survey of visitors demonstrated that the film was widely perceived as a **film that talked about the EU**, with more than eight out of ten visitors that agreed to this. But we also asked volunteers working in the EU pavilion about their impressions of the film and uncovered certain aspects of the process of passing the messages to visitors that were not evidenced in the survey of visitors. The opinion of volunteers is quite

³⁴ We also provided two additional options which allowed them to propose a different message or say that they did not know what the main messages were.

relevant here as they would have seen the movie repeatedly and also interacted with visitors while guiding them through the visitor experience.

Many volunteers pointed out that the movie **needed explanations and interpretations** if the messages were to be understood by visitors. The story's connection with the EU was, in the words of one volunteer, 'too subtle'. Several raised the issue of how the post-show should have been clearly linked to the sometimes subtle metaphors and topics developed in the movie. Volunteers described how at times visitors would be a bit confused by the perceived narrative of a 'love story' and its connection to EU policies.

During our observations, we found that the pre-show and post-show were **less effective in conveying more complex messages** to visitors. As was stated before, respondents to the survey conducted on-site were overall positive about the story about Alex and Sylvia shown in the pre-show and the touch-screens in the content centre. But our observations of attitudes and behaviours during these two moments of the visit uncovered that people, especially adults, passed very quickly through both the pre- and post-show areas and that there was limited interaction with the screens in the queue and touch-screens in the content centre. To exemplify this, we included some comments from visitors in the text box on the right.

Comments from visitors that serve as illustration of their experience at the pre-show and post-show areas:

"[There was] not enough time, and too much information to go through" (Female, Italy, 42 years old)

"[It was] interesting, but it would have been nice to taste the bread" (Female, China, 38 years old)

"Nobody explained to us what there was to see or do" (Female, Germany, 27 years old)

This evidence shows the **importance of giving visitors the opportunity to interact or 'do something'** in the pavilion. Visitors usually appreciate more the opportunity to participate actively and experience for themselves, rather than reading (or listening to) information. This was identified as a main success factor by some of the representatives of other pavilions we interviewed such as Hungary and Save The Children. The EU has not been able yet to maximise the effects that an interactive experience can have on visitors. In effect, one of the weaknesses of the EU pavilion that had been already identified in Expo Shanghai 2010 was the limited animation and interactivity of the exhibits. In Expo Hanover 2000, the messages that the EU wanted to convey were also hidden in a mix of entertainment and information. As was suggested in some of the interviews held with members of the EU Expo Task Force, the EU pavilion in Milan could have capitalised on, for example, the presence of staff from different Commission DGs who could interact with people, explain what was in the touch-screens and answer questions on EU food policies.

Effects on visitors' views of the EU

Although there were no evaluation questions related to changes in visitors' perceptions of the EU and/or behaviours, we nevertheless included a question in both the survey of visitors conducted on-site and the follow-up survey sent via email a month after the visit aimed at examining this, as it was one of the central objectives of the EU presence in World Expo Milano.

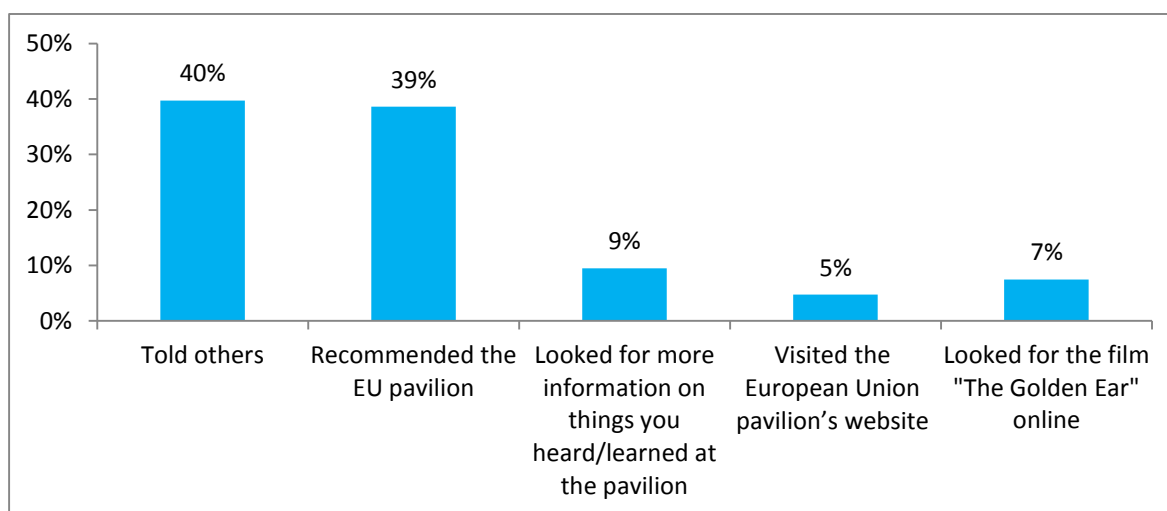
When it comes to changes in beliefs, attitudes or behaviours it is important to note that, due to the limited amount of time people spent in any given pavilion and the fact that the average visitor went to the Expo looking for an entertaining experience overall, it is unrealistic to expect that the visit would have major immediate impacts on visitors' views or behaviours. Taking this into account, we focused on examining whether the visit to the EU pavilion caused any particular **feelings and/or**

reinforced any previously held beliefs about the EU. This means that we focused on plausible short-term effects and we defined these as outcomes that were relatively straightforward to measure and linked directly to the visit. Hence, in the survey we presented a set of possible results and asked visitors to indicate how much they agreed that these had been realised:

- Now I feel I would like to learn more about European Union policies in relation to food and sustainability
- Now I know better what the European Union is doing in relation to food and sustainability
- Now I understand better what the European Union is
- Now I have a more positive view of the European Union

The surveys revealed quite positive results in this sense, but also signalled some areas for improvement. First, the EU achieved what could have realistically hoped to achieve during the Expo, given the limitations mentioned above: it **triggered an interest on EU policies**. Evidence of this is the fact that eight out of ten visitors (on average in the two surveys) agreed that, after the visit, they wanted to learn more about EU's food policies. Interestingly, around 20% of visitors who took part in the follow-up survey indicated that they **had actively sought information** about things learned at the EU pavilion (see Figure 10). This points out to the fact that, at least for some visitors, the ideas that they were exposed to during the visit generated some sort of follow-up action in terms of active information searching. Another important follow-up action of visitors was that they told others about the visit and recommended others to visit the pavilion, reinforcing the idea of the overall high level of satisfaction with the visitor experience that was presented in section 3.2.

Figure 10: Visitors' actions after visiting the EU pavilion



n = 443

Going back to the statements presented in the introduction to this section, the effect on visitors' **understanding of what the EU is and what it does** in relation to food and sustainability was more moderate though, with slightly less people who agreed with both statements in the two surveys (seven in ten visitors, on average).

Visitors were also asked whether, after the visit, they had a **more positive view of the EU**. Results revealed mixed reactions, with 60% who agreed, 30% who neither agreed nor disagreed, and 8% who disagreed. Responses were more positive among young people though (15 to 24 years old). But this outcome should probably be

interpreted in light of the views of the EU that visitors had prior to the visit (see section 3.1). When breaking down responses of visitors we see that the visit to the EU pavilion had a **stronger effect among visitors who had stated 'fairly' positive views of the EU and neutrals**. In the first group, six out of ten agreed that they had a more positive view of the EU after the visit. This was four out of ten among neutrals. Among people with negative views of the EU, three out of ten said they now had a more positive view of the EU, which is still significant if we consider that 'negatives' are normally very difficult audiences to engage.

Therefore, most visitors were positive of the EU and remained liked that after the visit, but people with 'fairly' positive views and neutrals were more likely to emerge from the visit with a more positive view of it than people with prior negative or very positive views of the EU. This also indicates that the EU achieved the objective of impacting on those who took the EU 'for granted' and therefore were indifferent or 'neutral' towards the EU.

All in all, the examination of the effects of the visitor experience on visitors suggests that whereas it is possible to generate an interest or convey positive feelings on the EU, it is less likely that there will be strong effects on people's deeper understanding of EU policies in the context of a quite short visit to an EU pavilion in an international event. Therefore, the challenge is to **strike the right balance** between a merely entertaining and rather superficial experience that leaves no legacy at all and an informative and more 'institutional' event that proves to be quite boring to the average visitor. The EU pavilion apparently achieved a good balance between the two, because it engaged people in an experience that they judged to be interesting and entertaining, and also generated an interest on and positive feelings about the EU.

Notwithstanding this overall positive result, we would still like to highlight some issues related to the design of the visitor experience and, in particular, of the pre- and post-show areas, that may have slightly **limited the impact of the visitor experience**. Despite it was naturally very difficult to get people stay long at the pavilion and catch their attention on aspects that were more complex to communicate (i.e. EU's food policies), the pre- and post-show could have been used more effectively to introduce and wrap-up the main ideas and information the EU wanted to convey to visitors.

For example, the queue to enter the pavilion was usually short and fast-moving, which made the pavilion very attractive compared to other pavilions where the waiting time could exceed the five hours (e.g. Italian pavilion). But this **did not allow enough time** for visitors to see/read the screens, which were also too high and far away for watching them comfortably (and especially inadequate for children). This was also the case once inside the pavilion, when volunteers welcomed visitors and quickly drove them to watch the first and second films, without having enough time to take in the information and illustrations spread across the walls and ceiling (which introduced Alex and Sylvia, provided key information for understanding the meaning of wheat and bread, and the role of the EU in agriculture and science).

The case of the post-show was similar, with a number of blue walls with no information or pictures displayed and shelves with posters occupying a third of the space. Moreover, the three touch-screens, which provided information on concrete EU food policies, were identical in terms of what visitors could do there (i.e. click on the icons and watch videos which visitors did not usually take the time to watch). There was also a **lack of explanations** of what visitors could see in those screens and how that information was linked to the movie they had watched before. According to discussions with some visitors, many adults were keen to learn more about EU policies, but thought the panels were more for children and did not take the time to investigate.

We also observed that, especially in the film and content centre, there was **'a little bit of everything'** and the pavilion tried to cover all possible topics related to food and

sustainability issues i.e. agriculture, science, peace, human rights, single market, climate change, etc. Throughout the visit, one could find countless details about the EU's work in food and sustainability. But discovering them all required a longer (or more than one) visit to the pavilion.

The multiplicity of topics addressed in the pavilion is explained by the fact that all relevant DGs contributed to the story and ensured that their policies were made present. Although this was an important effort and a valuable experience of cooperation between EU institutions, it resulted in a diverse, but too broad coverage of myriad topics.

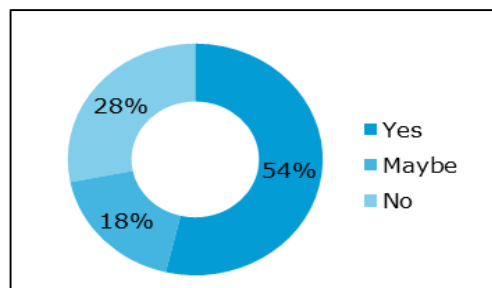
Effects on children

Last, we would like to examine the effects of the visit on children, as the evaluation uncovered that this was **one of the most inspired audiences** that visited the EU pavilion.

The EU pavilion was among the few which offered content targeted specifically at kids and, as explained in section 3.4, it was agreed with the Expo organisers that it was promoted as a 'hot spot' for school groups. In order to examine the effects of children's experience at the EU pavilion, the kids' survey included two questions specifically aimed at this:

- Did you learn anything new about the EU here, in this pavilion?
- If yes, what did you learn today?

Figure 11: Did you learn anything new about the EU in this pavilion? (n= 618)



The results revealed that it is likely that children emerged from the visit with an **increased understanding of the EU**, with circa seven out of ten kids who said that they either 'learned' (54%) or 'might have learned' (18%) something new of the EU during the visit (Figure 11). When asked to explain what they had learned, over 400 children provided an answer to this question. The majority stated that they had learned more about the **EU's structure and its history**, for example, some mentioned the number of languages and countries therein and that it won the 2012 Nobel Peace Prize.

A number of children mentioned the **importance of cooperation** among individuals and countries, as well as of teamwork and mutual respect. Some spoke of the role of agriculture and the technological investments that the EU makes to support food production. They also pointed to the importance of respecting nature and natural resources. Finally, several children spoke about the importance of **bread**: both its production techniques and its commonality across countries in the EU.

These results are in line with what teachers explained to us during our observations of the pavilion. About the film, they highlighted that it was very good, entertaining and that the **message was easy to understand for kids**. Some also explained that the theme of the Expo was relevant to their teaching programmes and so was the visit to the EU pavilion, which they found to be closely linked to the Expo theme and conveyed a positive message of cooperation, integration and working together.

Finally, it is worth highlighting the **role of volunteers** in facilitating children's learning experience. During our observations we noted that many volunteers were very good at interacting with kids and introducing them to what they would see in the pavilion. For

example, at the pre-show, they asked children questions about the EU (e.g. Do you know what the EU is? Which pavilion are you visiting today?), pointed to the EU flags on the wall, and alerted them of the smell of bread. During the post-show, they explained the information on the touch-screens and encouraged kids to play the sandwich game.

Conclusion

Visitors registered and recall the main messages conveyed in the EU pavilion, in particular those of 'cooperation' and 'working together'. The EU pavilion also generated an interest in the EU and conveyed positive feelings about it, especially among visitors with pre-existing 'fairly' positive and 'neutral' views of the EU. But the pavilion did not necessarily provide visitors with an increased understanding of EU policies and how it realises the goals/values promoted in the pavilion (cooperation, peace, teamwork, etc.). This was partly due to some drawbacks identified in the pre- and post-show, which were overall less effective in engaging visitors and conveying the intended messages. The information presented there was difficult to 'absorb' in a limited amount of time and required more explanations from volunteers. Finally, children were the most inspired audiences of the pavilion. The EU was very successful in reaching the youngest and stoking their enthusiasm and interest. The extent to which this generated any lasting impact would need to be further investigated.

3.4. Media performance

EQ 7: To what extent were website, social media and traditional media efficient in reaching the visitors of World Expo 2015 and those who could not attend it?

EQ 8: To what extent was the Europe Day successful?

A central element of the EU presence at Expo Milano was the media strategy, which involved the development of the EU pavilion's online presence (social media and website) and relations with the press. The objective of this was that the EU presence in Milan obtained high level coverage in online and traditional media and therefore reached visitors to the Expo, but also those who could not attend the exhibition.

In this section we examine the success of this strategy. The assessment is based on monitoring data provided by the ETF's communication function, including website and social media monthly reports and a press report. We also considered the views and explanations provided by members of the ETF. The evaluation showed that despite the modest budget for communication actions (see section 7.1.1), the media strategy was implemented effectively and the communication team over-achieved on all of its quantitative targets. Performance was particularly strong in social media and the Italian press, which means that the communication actions were likely to reach visitors to the Expo as well as those who could not attend. Based on Facebook and Twitter followers' profiles, and the fact that the communication team was relatively less effective in attracting international press coverage, it is likely that those who could not attend the Expo, but still learned of the EU pavilion, were mainly based in Italy.

Online presence

The EU pavilion's online media presence consisted of the EU Expo website (europa.eu/expo2015) and Facebook, Twitter and Instagram profiles.³⁵ These were launched in November 2014 with the following objectives:³⁶

- Promote the EU pavilion and its activities
- Enhance interest in EU food-related policies
- Gather global news, policies, scientific breakthroughs in the field of nutrition and food (specific for Twitter)
- Provide a space to contact the EU pavilion on Expo-related issues
- Interact with youngsters

The table below shows that the communication team exceeded all of the targets set for the EU's online presence.³⁷ Particularly on social media, targets were achieved one or two months before the end of the Expo.

Table 4: Achievement of targets set for the EU pavilion's online presence

	Target	To date (31/10/2015)	Achievement
EU Expo website	250,000 visits	278,401	111%
Facebook	50,000 fans	51,131	102%
Twitter	16,000 followers	18,239	114%
Instagram	2,000 followers	5,600	280%

According to evidence collected in this evaluation, there are several factors that explain over-achievement:

- **Setting of rather conservative targets:** Targets were established during the Expo's preparation phase (November 2014 to April 2015). These were based on the website and social media accounts' performance during that period and on the assumption that the budget for paid advertising was going to be almost ten times higher than what the communication team actually received. A month after the Expo started, the targets were revised and accommodated to the resources available, resulting in a more cautious approach.
- **Early start of the communication actions:** The communication plan was prepared at least six months before the Expo started. Team members were hired early and were fully integrated to the ETF. They launched the website and social media profiles very early (before most pavilions) and started working

³⁵ Initially, the EU pavilion was also present on Pinterest, Yammer and LinkedIn; however, due to limitations in resources available for communication work, the team prioritised the development of the Facebook, Twitter and Instagram profiles. The Pinterest account was archived. Yammer was used for sharing internal communication material and coordination among partners, including EU Member States. It was held back until the last month of the Expo when it was reactivated to coordinate some final social media activities with other EU institutions. In relation to LinkedIn, there was a group called "EU research and global food and nutrition security" to target professionals and researchers in the field of food security, and linked to the Scientific Steering Committee's paper. The group was quite successful, but the ETF's community manager could not continue developing it and pause it. The group could be reactivated though, and managed by, for example, DG JRC if there was an interest.

³⁶ EU at Expo 2015 – Web and social media report, February 2015.

³⁷ Data delivered by EU Expo Task Force and collected using software Engagor.EU at Expo 2015 – Web and social media report May – October 2015.

collaboratively with Expo organisers, EU institutions and other Expo participants to generate content and build a digital community, even before there was a story to tell about the EU pavilion.

- **Cooperation with EU institutions and others to develop content:** A lot of content was generated via cooperation with EU institutions and other Expo participants (e.g. United Nations, Expo organisers, and Member States). A collaborative working scheme was established early in the preparation phase, based on working groups, networking, face-to-face meetings and regular communication among those involved. Online 'Thematic Weeks' were an example of the actions generated, with at least one thematic week for each relevant DG.³⁸ Particularly in relation to EU institutions, the website and social media profiles worked as a common platform for them to communicate with EU audiences with one voice. For almost a year many EU institutions (DGs, EP, Committee of Regions, and Economic Social Committee) conveyed a unified message and disseminated food-related information through one unique channel, providing them with additional visibility.
- **Effective Facebook advertising campaigns:** There were two paid advertising campaigns which drove the number of followers to over 50k by mid-August.³⁹ Despite the team's efforts, it was difficult to further increase the number of fans without another campaign and a more modest second campaign was launched in August.
- **Leading role among Expo participants:** The EU pavilion was the first one to start building connections with communication teams of other country pavilions. Social media happy hours were organised for community managers to interact and exploit social media together. This helped to raise the visibility of the EU pavilion and have others talking about it on social media.
- **High-quality visual content:** Visual content was generated by a contractor. The Instagram and Facebook profile benefited from this in particular, as it helped to create very appealing profiles.
- **Informal language:** On Facebook in particular, developing a humane and less institutional profile (compared to other Commission social media accounts), with an informal tone and entertaining content proved to be the appropriate strategy for reaching and interacting with the Expo audiences, especially the youngsters.

Based on this quantitative data and additional evidence collected in this evaluation (visitor survey and interviews with members of the ETF), the EU pavilion had, in particular, a strong social media performance that contributed to **creating a 'buzz' around the EU presence at the Expo**, as well as develop a 'digital food hub' i.e. a digital community of people interested in following / discussing food policy with the EU. Throughout the duration of the Expo, the communication team was not only capable of developing this community, but also maintained a growing interest towards the EU's social media activities.

On **Facebook**, the EU's pavilion profile was not only the **most followed** one during the whole duration of the Expo (with even more followers than Italy and Germany,

³⁸ For example, thematic week on 'Food waste' with DG SANTE, on 'Climate change' with DG CLIMA, and on 'Humanitarian aid' with DG ECHO.

³⁹ The first paid campaign lasted from end-February to end-April, and served to increase followers from 2,731 to over 45,000 (+1,540%).

which received the award for “Best Pavilion”),⁴⁰ but also worked as a **platform to communicate on food policy by various EU institutions**. As shown before, the EU had a very successful cooperation with relevant DGs, which used the pavilion’s Facebook profile to communicate and engage their audiences too.

The EU pavilion’s **Twitter** account was very successful too, reaching also the top 10 of best performing pavilions (in May and June 2015 it was the second most followed account, after the Italian pavilion one). This is outstanding, especially if compared to other relevant EU institutional Twitter profiles and EU campaigns.⁴¹ The EU pavilion also achieved a satisfactory engagement rate (4.26K on average from May to October 2015),⁴² which demonstrates that there was a **community of people interested in listening, following and discussing food policy with the EU**. In effect, one of the advantages of social media, especially compared to traditional media, is that it offers a significant reach and engagement potential, as well as the possibility of having a ‘conversation’ with that community. According to members of the ETF, the EU pavilion’s Twitter profile worked as a platform covering food globally and allowed the EU to **reach a relatively high-educated audience with a specific interest in food policy**. This was achieved using Twitter for disseminating content related to the policy side of the Expo, instead of to the visitor’s experience at the EU pavilion, which was mainly done via Facebook. Evidence of this is that among the most effective tweets (in terms of level of engagement generated), there were a number related to ‘Thematic weeks’ with DGs and other EU institutions, online consultation on the role of research in global food and nutrition security, Charter of Milan, Citizen Dialogue, visits of VIPs, and food policy and scientific events held at the pavilion.

On **Instagram**, the EU pavilion reached **foodies and graphics’ enthusiasts** and engage them in photo-based calls to action. For the communication team, this was the most successful social media platform, which reached the initial target of 2,000 followers very quickly (end-June 2015) and grew outstandingly till the end of the Expo. The high quality of the visual content disseminated was considered as the main success factor. This was complemented by dedicated campaigns and strong and coherent cross-cutting promotion of content on the other platforms (Facebook and Twitter).

In terms of the **website**, it was quite successful in terms of reach (181,680 unique visitors). The website’s readership was relatively well-established too, with four in ten visitors who visited it at least twice, and one in ten three times (on average, from November 2014 to October 2015). However, the communication team considered that of all the channels developed for the Expo, this was the **most challenging one**, mostly because the limited resources did not allow them to dedicate the necessary time to it.

In terms of the profile of the social media audiences, the data provided by the communication team revealed that most Facebook and Twitter followers were from Italy, followed by other European countries. This is shown in the table and map below, provided by the ETF communication team.

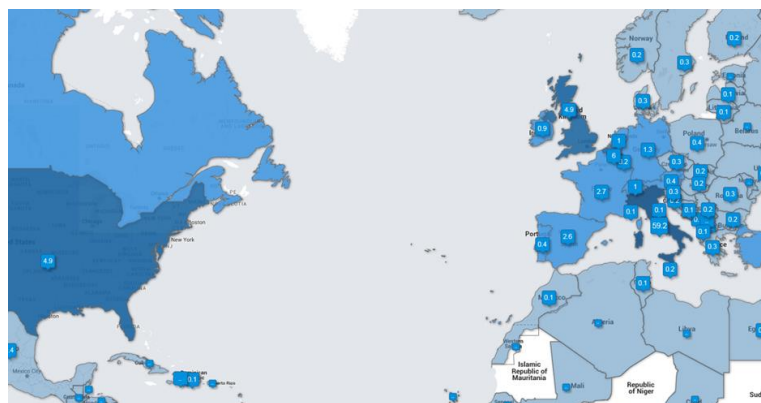
⁴⁰ Italy had 19,140 fans to 29 October 2015 (<https://www.facebook.com/padiglioneitaliaexpo2015>). The German pavilion had 21,982 Facebook followers (monitoring data provided by senior officials of the German pavilion)

⁴¹ For example: DG ENV: 13K followers; DG CLIMA: 12K; EFSA: 12K; DG SANTE – Food Safety: 3K; EP Agriculture Committee: 5K; DG AGRI: 3K; and DG JRC: 2K (<http://europa.eu/contact/social-networks/>). Recent communication campaigns by the Commission such as 2015 Year of Development and EU Mobility Week have also reached a considerable lower number of followers on Twitter, 3.2K in the first case and 2.8K in the second.

⁴² It is the average number of replies, comments and mentions by users in reaction to each original tweet by the monitored Twitter profile. An average 4.26K engagement rate means that the EU pavilion’s Twitter account received (on average) 4,260 re-tweets, tweets and replies for each of its tweets during the Expo.

Table 5: Country of Facebook fans **Figure 12: Country of Twitter followers**

Country	FB fans
Italy	44,157
Spain	959
Slovenia	685
Belgium	669
France	502
United Kingdom	451
Germany	305
USA	257
China	252
Romania	250



In summary, as with other aspects of the Expo, great achievements were made. However, the challenge now is to **translate short-term reach and engagement into longer-term changes** of attitudes, beliefs and behaviours in relation to the EU and its food policies. In other words, it is a matter of consolidating (and even continuing to grow) this audience despite the Expo reaching an end. It is also very important that this audience is extended to other European countries too.

Traditional media

As it is outlined below, repercussions obtained in the press were **mostly positive**, with articles focusing on the EU's 'innovative' communication strategy, the educational content of the EU pavilion, and the EU's attempt to increase dialogue with citizens. The scientific/policy events and the volunteer programmes also received satisfactory levels of media coverage. This indicates that the ETF's press function was quite effective in conveying the intended information/messages in traditional media. However, media coverage achieved was mostly in the Italian media, and **did not seem to receive extensive international coverage**.

The objective on traditional media was mainly to promote the EU pavilion, focusing on disseminating four key elements:

- The visitor experience, in particular the film "The Golden Ear";
- The scientific debate promoted by the Commission and the European Parliament;
- The B2B events; and
- The volunteers programme.

Media coverage was especially high prior to the Expo opening on 1 May 2015, but continued to be relatively good during the next six months. The EU pavilion's preparation phase received extensive press coverage in the Italian printed press, online newspapers and blogs, and in national radio and TV programmes.

Most articles saw the pavilion as part of the **EU's new communication strategy**; an attempt to bring a sense of closeness and unity between European institutions and citizens. At the same time, it was described as trying to raise awareness of EU policies. Moreover, the pavilion was described as **different from other Expo structures**, which tended to focus more on architectural design rather than depth of

content. The EU pavilion's 'unexpected' message of hope and cooperation, symbolised by bread and Alex and Sylvia's story, was seen as a refreshing alternative from the 'Europe of the bureaucrats', a much needed reminder of the institution's original mission and aims.⁴³

A number of articles also spoke of the pavilion's great success in terms of **audience reach**. An example of this was an article by the ANSA news agency which said the EU pavilion's six months at the Expo were 'explosive', attracting more than 650.000 visitors, 840 volunteers, and 230 events dedicated to the debate on food and nutrition security, with 30.000 experts, 40 heads of state and Ministers, 13 European Commission Vice-Presidents and Commissioners, and 100 Parliamentarians. The article also contended that the film "**The Golden Ear**" **was well received by the public**, and that its message of cooperation between science and agriculture was understood by most of the audiences.⁴⁴ Other articles also highlighted the pavilion's attempt to **appeal to young people**.⁴⁵

The **scientific/policy debates** organised around the EU Scientific Programme for Expo Milano also received good press coverage, which were noted as being **pertinent to the Expo theme and of great public interest**. For example, the newspaper *La Repubblica* highlighted the link between the Expo theme and the EU's work in fields of food security, in the hope that debates witnessed in this occasion would lead to increased public awareness and sustained EU commitments to global development and peace building.⁴⁶ The participation of government authorities and of EU high-level representatives in the events was particularly highlighted.

The **final scientific conference** which took place on 15 October 2015 (see section 4.2), was one of the few cases in which not only the Italian press⁴⁷ covered the event but also press from other countries. The participation of four EU Commissioners, as well as the presence of a high-level audience of scientists from all over the world helped to generate international interest.⁴⁸

Regarding the **B2B events**, these were discussed in some of the main economic newspapers in Italy and news agencies specialised in the business sector. *Il Sole 24 Ore*, one of the most important Italian newspapers focusing on business, finance, and economic news, reported on such activities various times.⁴⁹ The coverage was mostly positive, highlighting the potential to create business linkages, to promote knowledge about European policies in this field, and to increase competitiveness and global visibility of European SMEs by facilitating their access to strategic markets. But as was highlighted before, main coverage was in the Italian press and even though these events involved the participation of Third Country businesses, it **did not receive**

⁴³ For further details, please visit: http://milano.repubblica.it/expo2015/voci-dal-mondo/2015/04/24/news/expo_l_europa_mette_il_pane_al_centro_ecco_l_alimento_che_unisce_i_paesi-112726889/

⁴⁴ For further details, please refer to: http://www.ansa.it/canale_expo2015/notizie/news/2015/10/30/ueoltre-650mila-visitatori-e-230-eventi_a11585fb-99cf-4aba-a0fd-2b36650c4bd3.html.

⁴⁵ For example: http://milano.repubblica.it/expo2015/i-personaggi/2015/06/11/news/facce_da_expo_il_passo_delle_volontarie-116594767/?refresh_ce and <http://news.mtv.it/mtv-news/erasmus-plus-ad-expo-2015/>

⁴⁶ For further information, please visit: http://www.repubblica.it/solidarieta/cibo-e-ambiente/2015/05/25/news/politica_dello_sviluppo_nell_anno_di_expo_l_ue_in_prima_linea-115214707/

⁴⁷ See, for instance: http://milano.corriere.it/notizie/cronaca/15_ottobre_15/milano-expo-eventi-sei-mesi-forum-ue-nutrizione-europa-sinergia-stati-ed7993c0-7367-11e5-b973-29d2e1846622.shtml

⁴⁸ Final press report by ETF.

⁴⁹ For example: <http://www.ilsole24ore.com/art/impresa-e-territori/2015-12-30/da-expo-modello-i-b2b-063656.shtml?uuid=ACJ1zm1B>; http://www.ilsole24ore.com/art/impresa-e-territori/2015-09-30/tra-ue-e-asean-scambi-240-milioni-063731.shtml?uuid=AC1jQJ7&refresh_ce=1

much attention at international level. This was signalled as one of the main areas for improvement of the EU-Third Country Events.⁵⁰

The **volunteer programme** was an important topic of discussion in national and local media. The high number of applications to the programme (which doubled the number of posts available) and the interest among young people received particular attention. In fact, young people in general, and volunteers therein, were described as the **true protagonists of the EU participation** at Expo.⁵¹ Articles also highlighted the presence of volunteers from various countries and showcased the individual stories of young people involved in the EU initiative.⁵²

In a more critical view, several articles highlighted **organisational issues**, especially in terms of the construction delays experienced, with many doubting whether the EU pavilion would be ready in time and commenting on the fact that some aspects of it were removed.⁵³ Moreover, one of the main Italian newspapers (*Corriere della Sera*) interviewed a small-scale farmer who talked about the **'distance' between the movie and reality**. According to this article, despite being 'one of the most pleasant surprises' of Milan Expo, the EU pavilion and its focus on the Alex and Sylvia's story stood in sharp contrast with the reality of small-scale farmers. Faced with 'oppressive EU bureaucracy', the farmer interviewed criticised the EU's stance focus on quantities, rather on defending local products and unique territories.⁵⁴

Finally, in contrast with the interest of Italian newspapers and news agencies, **international media coverage has been limited.** *Public*, a Portuguese daily newspaper, focused on the series of scientific/policy debates surrounding some of the main challenges around nutrition.⁵⁵ The *EU observer*, an independent online newspaper based in Brussels, presented a more critical view. Here, the pavilion was not seen as an adequate response to the Expo theme. While the EU presence intended to communicate a clear and accessible message, it did not, in this view, encourage visitors to think about their food consumption beyond not being wasteful or contribute to a meaningful debate about sustainability of production.⁵⁶

Europe Day (9 May)

One of the questions of the evaluation pointed to assessing the success of the Europe Day activities. This was a major media activity that **provided high visibility** to the pavilion on its opening day.

Europe Day activities received **extensive press attention**, with most national newspapers and all local press agencies covering the day's events. Europe Day, which marked the 65th anniversary of the Schuman declaration, began with an official welcome of the EU Delegation, featuring a flag raising ceremony, the EU anthem and

⁵⁰ PROMOS, EU-Third Countries Events at EXPO 2015, Final Report, January 2016

⁵¹ For further information, please visit: <http://www.expo.rai.it/volontariamente-in-europa/#Home>

⁵² See, for instance: http://milano.corriere.it/notizie/cronaca/15_aprile_14/expo-volontari-padiglione-ue-7cb41b10-e28f-11e4-89b8-6515027f356a.shtml and <http://www.expo.rai.it/volontariamente-in-europa/#Home>

⁵³ See for example: <http://www.eunews.it/2015/05/22/lue-allexpo-dei-ritardi-e-con-il-rischio-flop-di-visite/35768>; <http://www.ilgiornale.it/news/milano/expo-padiglione-ue-corsa-contro-tempo-1125297.html>; <http://www.ilgiorno.it/milano/expo-unione-europea-1.927188>; and http://www.ansa.it/europa/notizie/rubriche/altrenews/2015/04/13/expo-ue-a-lavoro-giorno-e-notte-buona-cooperazione-italia_d0748477-248c-48d2-a30c-6bbdb8c605ee.html

⁵⁴ Article available from:

<http://www.selpress.com/unioneconomio/immagini/040615M/2015060429704.pdf>

⁵⁵ For example: <https://www.publico.pt/ciencia/noticia/na-expo-dos-alimentos-de-milao-sem-se-saber-o-que-fazer-aos-transgenicos-na-europa-1696567>

⁵⁶ For further information, please visit: <https://euobserver.com/environment/128739>

official speeches by high-level EU representatives (the President of the EP, Martin Schulz, and the High Representative of the EC, Federica Mogherini).

Speeches were followed by a Citizen's Dialogue – a meeting between EU high-level representatives and the public. According to press reports, this was attended by more than 1,000 visitors, among which the majority were **young people and students from 28 European countries**, and focused on current issues such as employment, economic growth, and austerity policies.⁵⁷ The dialogue was followed by a parade, which began at the Expo auditorium and ended in front of the EU pavilion. The official visit of the EU delegation to the pavilion led to its public opening. A bread baking competition was then organised, followed by a discussion among EU representatives, Italian authorities, academics and bread industry actors. Finally, the day ended with a concert by the Orchestra La Verdi at the Milan Auditorium.⁵⁸

Most Italian news reports focused on Mogherini's opening speech, which was centred on the EU's need to propose solutions to some of the world's most pressing challenges, including poverty, global conflicts and social inequality.⁵⁹ Her discussion of the migrant crisis – one of the most important topics of debate in Italy and Europe in general – was also mentioned.⁶⁰ News reports also highlighted how the **EU participation was closely linked to themes of innovation and research**, aiming not only to appeal to young people via its pavilion attractions, but also by assigning prizes for young researchers and organising visits to its research centre in Ispra.

Conclusion

The EU pavilion had a strong online media performance that allowed the development of a 'digital food hub'. This was particularly the case on Twitter, where the audience reached consisted of relatively well-educated people with an interest on food policy. The EU's online media presence at the Expo also worked as a common platform for relevant EU institutions to communicate on food policy with one voice. The EU presence in Milan was also successfully promoted in traditional media. However, based on the limited international press coverage and the profile of social media followers, it is likely that the overall audience reached was mainly from Italy.

⁵⁷ As highlighted, for instance, in:

http://ilmessaggero.it/expo_2015/expo_mogherini_europa_padiiglione_ue-1024720.html

⁵⁸ A more detailed outline of the day's events can be found at: <http://europa.eu/expo2015/node/340>

⁵⁹ See, for instance: http://milano.repubblica.it/cronaca/2015/05/09/news/expo_mogherini-113933579/

⁶⁰ See, for instance: <http://milano.fanpage.it/mogherini-inaugura-il-padiiglione-ue-a-expo-sui-migranti-intervenuti-dopo-900-morti/>

4. POLICY IMPACT

This section discusses the effectiveness of the EU presence at Expo Milan in terms of its contribution to the food policy debate. In simple terms, examining whether the EU managed to engage relevant stakeholders in a discussion on food policy issues, contributing somehow to the Expo's legacy. Ideally, this would entail some kind of assessment of impact on policies. Such an approach was not possible here as the evaluation took place shortly after the Expo ended and that type of impact normally takes time to happen. Moreover, it would also be necessary to determine the extent to which any evidenced impact can be attributed to the EU presence at Expo only (or in conjunction with other interventions or stakeholders that have an influence on EU/global food policy development). This kind of assessment is beyond the scope of this evaluation; therefore we will focus on examining the **EU's capacity to leverage partners who could potentially have an impact on food and nutrition security policies** at EU or global level.

This assessment covers two important aspects of the EU presence at Expo Milan:

- Presences of VIPs in the EU pavilion (e.g. Ministers, Commissioners, MEPs, etc.)
- Contribution to food policy debate

In line with this, the evaluation makes the assumption that the EU was more likely to make a difference on food and nutrition policy developments if it succeeded in involving relevant and high-level stakeholders (e.g. policy-makers, researchers, international organisations, industry) in fruitful scientific and policy discussions around the theme of the Expo. Therefore we need to ask whether the mix of activities proposed were attractive to these audiences and if the EU presence at the Expo worked somehow as a platform for networking, meetings, discussions and decisions that could extend into policy-making.

This section is structured around the two topics presented above. We first discuss the success of the ETF's protocol function in ensuring a high number of VIPs at the EU pavilion. Also, and more importantly, we will examine their overall appreciation of the EU presence at the Expo, in particular with regards to communication and policy impacts.

A final section explores the overall contribution of the EU to the food policy debate, particularly with regard to the impact of the EU Scientific Programme for Expo Milano. We draw heavily on 40 interviews of VIPs, representatives of Commission DGs and Member States, members/observers of the Scientific Steering Committee, members of the EU Expo Task Force, and other relevant stakeholders such as Expo organisers. The list of people interviewed is included in Annex 7. We also considered the results of the survey carried out with event participants and the European Parliament's final report on the Expo.⁶¹

⁶¹ European Parliament Information Office (Milan), Activities at the EU Pavilion 1 May – 31 October 2015, Final Report.

4.1. Presence of VIPs

EQ 8: How efficient was the protocol function in ensuring a high number of VIPs at the EU pavilion (e.g. Ministers, Commissioners, MEPs, etc.)

Among the main duties of the ETF, in relation to the **protocol function**, was the organisation of visits of high level representatives to the Expo. The evidence shows that the European Commission and Parliament worked jointly in this and secured the presence of a **high number of VIPs** to the EU pavilion. In addition, the European Commission Representation in Milan also supported the organisation of VIP visits, especially in relation to activities that took place outside of the Expo site.

The table below presents the number and profile of VIPs that attended. The importance of the presence of VIPs in the EU pavilion was already highlighted in Shanghai 2010.⁶² These serve to draw attention to the pavilion and are also evidence of the political support of the EU presence at the Expo.

Table 6: Number and profile of VIPs

Profile	Number
Members of the European Parliament (MEPs)	87
<i>Italy</i>	42
<i>Germany</i>	7
<i>Romania</i>	5
<i>Spain</i>	5
<i>France</i>	4
<i>Austria</i>	3
<i>Belgium</i>	3
<i>Other</i>	18
Heads of State, Ministers, National Parliaments' Representatives (European and Third Countries)	40
EU Commissioners	13
EC Directors-General and Services	10
Delegations of EP Parliamentary Committees	5
Delegation of European Economic and Social Committee	1
Delegations of the European Union Committee of the Regions	1
Delegation of ACP-EU Joint Parliamentary Assembly Bureau	1
EP Laureate of the Sakharov Prize	1
Delegations from political groups at EP	N/A

The VIP visits reported by the ETF and EP⁶³ were of a very **high profile** and represented at least **25 Member States**. These included 87 MEPs, President Martin Schulz, Vice-Presidents Mairead McGuinness, Sylvie Guillaume, Anneli Jäätteenmäki, David Sassoli, Antonio Tajani and the Rapporteur for Expo Paolo De Castro. In addition, the Vice-Presidents of the European Commission Federica Mogherini, Kristalina Georgieva, Maroš Šefčovič, and Commissioners Tibor Navracsics, Karmenu

⁶²Shanghai 2010, Final Meeting Presentation to European Commission DGs.

⁶³ European Parliament Information Office (Milan), Op. Cit.

Vella, Phil Hogan, Miguel Arias Cañete, Elżbieta Bieńkowska, Vytenis Andriukaitis, Neven Mimica, Christos Stylianides, Carlos Moedas, and Violeta Bulc.

Moreover, ten **Directors-General of the Commission** visited the EU pavilion and participated in EU-organised events including those of DG Joint Research Centre, DG Agriculture and Rural Development, DG International Cooperation and Development, DG Health and Food Safety, DG Trade, DG Communications Networks, Content and Technology, DG Environment, DG Humanitarian Aid and Civil Protection, DG Communication, and the European Anti-Fraud Office (OLAF). In addition, delegations from the European Economic and Social Committee, European Union Committee of the Regions, five **EP Committees** (AGRI, INTA, ITRE, PECH, and DEVE), EP main political groups, and the AP-EU Joint Parliamentary Assembly visited the pavilion and participated in events..

In terms of **national delegations**, circa 40 Heads of State, Ministers and/or National Parliamentarians visited the EU pavilion.⁶⁴ Official delegations of countries such as the United States, Netherlands and Switzerland also attended, as well as from Member States which were not present at the Expo (Bulgaria, Denmark, Finland, and Luxembourg).

In terms of impact, VIPs welcomed the EU participation in this type of mass/international event as an opportunity to **reach the 'common citizen'**. The feedback provided by VIPs in the golden book and interviews conducted with a sample of five VIPs (see Annex 7) confirmed this. In particular, they welcomed that the EU presented itself with a 'different face'. The communication impact of the initiative was the most clear for them, with messages that were direct and easy to understand for all sorts of people. To illustrate this, one of the VIPs interviewed explained that the pavilion helped to show that *"the EU is not abstract or purely institutional, legal and far away"*. It is important to note that other high-level stakeholders who visited the EU pavilion during the Expo such as representatives of international organisations, members of the Scientific Steering Committee, Commission officials and EP representatives expressed similar views.

The VIPs interviewed also highlighted the opportunity for various EU institutions to be **present at the event together** (European Commission, European Parliament, Committee of the Regions, and Economic and Social Committee) and **communicate jointly** with citizens. In particular, for the European Parliament, the Expo was *"a good opportunity to deliver a narrative that the Parliament supported"*. Even though in past Expos the European Commission and Parliament had co-organised some events, the level of inter-institutional collaboration was much higher in this occasion, according to the stakeholders interviewed. Interviewees felt there was a **stronger EU identity**, in comparison with for example Expo Shanghai, when the EU shared its pavilion with Belgium.

VIPs and other high-level visitors also considered that the EU's physical presence at the Expo **facilitated meetings and interaction** with relevant stakeholders. This was particularly the view of Commission DGs who were involved as organisers of the events and members of the EU Scientific Steering Committee. In this respect, they appreciated the pavilion's facilities, in particular the office space and meeting rooms which could be used for working or for bilateral meetings that would otherwise be difficult to hold in the context of their short visits to the Expo. They also enjoyed the terrace which provided a more relaxed atmosphere for conversations and enjoying the view of the Expo site. Most of them also spoke positively of the protocol function and

⁶⁴ For example: Czech Republic, East Timor, Estonia, Finland, Greece, Ireland, Italy, Lithuania, Malta, Poland, Scotland, Serbia, San Marino, Slovakia, Slovenia, Spain, and Tuvalu

appreciated that they organised visits to other pavilions and introduced them to relevant stakeholders from other countries.

It is worth noting that a majority of VIPs interviewed, as well as other high-level Commission officials, were somehow **critical of the role of Universal Expos** in general and, consequently, the purpose of the EU's physical presence. Some thought that these events are not necessarily the most effective channels to communicate on global issues with the public and influence policy developments. In effect, a few VIPs who visited a number of pavilions mentioned that many did not focus much on the topics of the Expo and did not convey a message on food security. They were mainly promoting their own country interests and the national foods. This was not the case of the EU pavilion though, which they believed communicated important messages on cooperation and the important role of science in agriculture that could be easily grasped by the general public. VIP interviewees still questioned the extent to which having a physical presence at the Expo was the most adequate strategy if the objective was to impact food policy developments. The participation in global forums and/or high level events in Brussels were perceived as a more appropriate choice for this.

In opposition to this, there were a number of stakeholders interviewed (e.g. members of the EU Scientific Steering Committee, Commission officials and EP representatives) who were of the opinion that even though the Expo was not the only an important opportunity to discuss food and nutrition security, it was also **an additional occasion to debate**. In their view, not having an EU presence would have been a lost opportunity. Moreover, they saw Expos as events that serve to raise general awareness on issues of global concern and provide an opportunity to present these to the public in a simple way.

Conclusion

The evaluation found that VIPs and other high-level visitors who went to the EU pavilion were generally positive of the EU presence at the Expo, especially of the opportunity to engage with the 'common citizen' and talk about the EU in an appealing way. They also appreciated that there were several EU institutions represented in the pavilion and events, which resulted in the EU presence being a shared initiative. VIPs also highlighted the advantage of having offices and meeting rooms at the Expo, which allowed them to meet and interact with stakeholders in the food realm. At the same time, the evaluation also uncovered the existence of differing opinions in relation to the objective of World Expos and where the EU should focus its efforts.

4.2. Contribution to food policy debate

EQ 10: How efficient was the EU Expo Task Force contribution to food policy in relation to the global debate? In particular in relation to the following planned activities: (i) document on "The role of research in global food and nutrition security"; (ii) Final Declaration and Charter of Milan; (iii) Programme of scientific and food policy events; and (iv) Online public consultation of stakeholders.

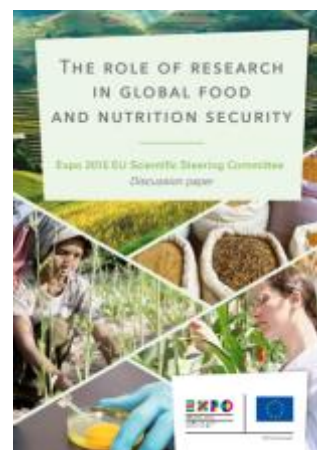
As we explained in the introduction to this section, one element of the evaluation is to examine whether the EU contributed to the debate on food policy with its presence in the Expo and if this could potentially impact on future policy developments. To assess this, we first provide some context by describing the mix of activities proposed within

the **EU Scientific Programme for Expo Milano**, including the documents produced by the Scientific Steering Committee (which included the results of the online public consultation) and the programme of scientific and policy events held during the months of the Expo. Following this, we will focus on determining whether these activities could potentially impact on policy developments by analysing if they (i) involved relevant stakeholders, (ii) generated high quality scientific/policy discussions around the themes of the Expo; and (iii) had any immediate repercussions or follow-ups at policy level.

The analysis is based on the results of the survey with events participants and interviews with stakeholders such as representatives of the European Parliament, Commission DGs, Member States, members/observers of the EU Scientific Steering Committee, and Expo organisers.

EU Scientific Programme for Expo Milano

One year before the Expo, the European Commission and Parliament established a Scientific Steering Committee, which was coordinated by the DG JRC, in its role of scientific service of the European Commission. The Committee was headed by the former Commissioner for Agriculture, Rural Development and Fisheries, Franz Fischler and included 11 internationally recognised experts in the field and five advisors of international repute. As explained by the Committee's Chairman, *"its mandate was to ensure that the EU takes full advantage of this world Expo to establish its role as a key player in a global scientific debate on the role of research in global food and nutrition security"*.⁶⁵ The first task commissioned to these experts was the production of a discussion paper that served to shape the EU participation in the Expo from a scientific and political point view. The result was a document called **"The role of research in global food and nutrition security"**⁶⁶ which considered those areas where European research could add most value. In addition, it identified seven key research themes to be addressed in order to overcome the challenges associated with hunger and malnutrition. Moreover, it examined a number of structural and crosscutting issues (e.g. stimulating interdisciplinary and strategic research and action) and the translation of knowledge into practice.



The discussion paper also framed an **online public consultation** launched in April 2015 by the Commission to gather the views of citizens, stakeholders, and the broader scientific community on the content of the report. A total of 306 contributions were received from a broad range of respondents from universities and research institutes mostly across Europe and a few from private citizens. These contributions were taken into account by the Scientific Steering Committee for developing a final publication on the Expo theme (see below).

The document was formally presented in the Expo on 8 May 2015 in the framework of the **conference "Toward a research agenda for global food and nutrition security"**. Key speakers were involved in the conference including the EP Vice President and Responsible for the Science and Technology Options Assessment Panel (STOA), Mairead McGuinness, the European Commissioner Tibor Navracsics, responsible

⁶⁵ Expo 2015 EU Scientific Steering Committee Recommendations: Research and Innovation in Global Food and Nutrition Security, Draft Report, pg. 2.

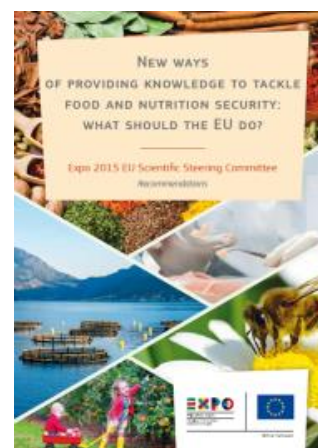
⁶⁶ [https://europa.eu/expo2015/sites/default/files/files/FINAL_Expo-Discussion-paper_lowQ\(1\).pdf](https://europa.eu/expo2015/sites/default/files/files/FINAL_Expo-Discussion-paper_lowQ(1).pdf)

for Education, Culture, Youth and Sport, as well as for the DG JRC, and STOA Members Paul Rübig and Marijana Petir. Over 200 scientists, policy makers, business representatives and civil society organisations participated in the discussion of the paper.

This event also served as kick-off of a broader scientific debate that took place along the **230 scientific and policy events** hosted by the EU during the 6 months of the Expo. Over **30,000 experts** took part in the events, who were invited by several Commission DGs and Agencies, European Parliament, Committee of the Regions and European Economic and Social Committee. The events also counted with the participation of regional and national authorities from Italy, Member States and non-EU countries, business organisations, and representatives of civil society organisations. The events took place in different venues including the EU pavilion, the Expo Conference Centre, the Universities in Milan, other locations in Milan city centre, and the DG JRC-Ispira. The Scientific Committee of the Universities of Milan also organised a number of events in cooperation with the EU institutions, some of which were hosted at the EU pavilion.⁶⁷ Requests made by institutions for holding events in the EU pavilion increased during the last months of the Expo, when there were one to five events taking place every day.

In addition, the members of the EU Scientific Steering Committee participated in several of these events, contributing to the discussions and collecting input for developing a set of recommendations for policy development. A draft set of recommendations were compiled in the document "Expo 2015 EU Scientific Steering Committee Recommendations: Research and innovation in global food and nutrition security" and presented in the **conference "Strengthening Global Food and Nutrition Security through research and innovation - lessons learned from Expo 2015"** on 15 October 2015 in the Expo.⁶⁸ The policy recommendations were targeted at EU institutions and took into consideration both internal EU policies and the EU's role as a global actor. More than 250 participants from academia, politics and industry attended the final conference. This included the EP Committee on Development's Chair, Linda McAvan and Commissioners Andriukaitis, Hogan and Moedas; the EP Rapporteur for the Expo, Paolo De Castro, and other MEPs.⁶⁹

Following the six month debate at Expo Milano, the committee produced a final document: **"New ways of providing knowledge to tackle food and nutrition security: What should the EU do?"**⁷⁰ The publication took into account the discussions held at the events and the responses to the online consultation, and proposed concise recommendations for European policy makers.



Policy impact

Now we turn away from what the EU did in relation to the scientific and political dimension of its participation in Expo Milano and focus instead on the **potential impact on policy developments** at EU and global level. The simplest way to measure this was to look at the results of the survey with events participants, where we consulted them on their actions after participating in the event (e.g. Did you share

⁶⁷ European Parliament Information Office (Milan), Op. Cit.

⁶⁸ <http://europa.eu/expo2015/node/1090>

⁶⁹ European Parliament Information Office (Milan), Op. Cit.

⁷⁰ https://europa.eu/expo2015/sites/default/files/files/Expo-Document_1115_BD.pdf

the information that was discussed in the event with colleagues or friends? Did you use the information for policy-making?).⁷¹ To complement this information, we also interviewed a number of high-level EU and international representatives involved in the Expo and examined their perceptions in relation to the EU's capacity to leverage partners and induce change. As illustrated in the ensuing paragraphs, while the EU's scientific programme for the Expo was of a very high quality and generated a number of fruitful discussions around the theme of food and nutrition security, the results were mixed, with some important immediate outcomes at EU level and less evident achievements at global level.

As a reminder, participants of events (who answered the survey) were not average pavilion visitors. Rather, they were international politicians, policy-makers, researchers, businessmen/women, representatives of civil society organisations or students who were **invited by the organisers of the event** (e.g. Commission DGs, European Parliament, etc.). They were normally professionals over 40 years old who had a particular interest on the theme of the Expo. The survey served to capture their views of the content and outcomes of the events held at the EU pavilion.

The survey results were **overwhelmingly positive** insofar as they showed that a large majority of participants answered positively to questions regarding the relevance of the topics covered, the profile and quality of speakers, and the discussions held, which they said were 'useful' and 'productive'. Generally, participants were very satisfied with the events and appreciated the fact that the EU had organised them. They also considered that the EU should continue being present at this type of international events and organise/facilitate expert workshops, meetings and discussions.

Moreover, the survey suggested that the events worked as a platform for people to **build connections** and **interact with stakeholders** relevant to the Expo theme. Among the most important aspects of the events, participants highlighted the opportunities for networking and the ideas for policy development that came out of the discussions (Table 7). Also, many pointed out that they were likely to share the content of the event with others, as well as initiate or extend collaboration with people/institutions they met at the event (Table 8).

These findings were confirmed during the interviews with stakeholders when many stressed that the events had been occasions for high level discussions involving specialised people and a broad range of stakeholders. A number of the DGs that organised events at the EU pavilion (e.g. DG JRC, DG AGRI, DG SANTE, DG GROW and DG ENER) also mentioned that the events had **introduced them to many new stakeholders and information** which they would not normally have accessed in Brussels for example. Drawing from this, two representatives from DGs mentioned that it would have been good to have events open to the public and not focus on experts only, allowing them to collect views different from what is usually heard in the 'Brussels bubble'.

⁷¹Further details on the survey are provided in section 2.2. Annex 5 provides full list of questions and answers to the survey of event participants.

Table 7: Participants' appreciation of the results of the events⁷²

Results of the event	Freq.	Per cent (n=152)
It was an opportunity for networking with relevant stakeholders	74	49%
It triggered ideas for policy development	64	42%
It was an opportunity to speak constructively with relevant stakeholders	45	30%
It triggered ideas for further scientific research	41	27%
It raised the EU's image and profile	23	15%
Other	1	1%

Table 8: Participants' likely behaviour after the events

Action	Yes	Maybe	No	Total
Share the information that was discussed in the event with colleagues or friends	92%	7%	1%	100% (n=152)
Initiate or extend collaboration with people or institutions met at the event	72%	24%	4%	100% (n=147)
Use the information that was discussed in the event for research or scientific work	62%	22%	16%	100% (n=151)
Use the information that was discussed in the event for policy-making	54%	23%	23%	100% (n=150)
Participate in other events organised by the European Union during the EXPO	49%	25%	26%	100% (n=146)
Report on the information that was discussed in the event in the media	34%	25%	41%	100% (n=140)

The evidence suggests that the EU may have accomplished its aim of being a facilitator and **leveraging partners** that could **potentially induce policy change**. However, whether this will be realised or not is not clear yet. In effect, in the survey there were mixed reactions in relation to the extent that participants would use the information discussed for research/scientific work or policy-making, with over half of respondents that agreed that they would do this, a quarter that might do it, and circa twenty per cent that would not (Table 8).

The feedback from the **interviews with stakeholders** reinforced the survey results in that most interviewees found very difficult to say if the EU presence in the Expo had (or will have) an impact on EU/global food policy development. However, whereas most were cautious and did not draw any conclusions on the matter, they were generally very positive and hopeful of the prospects. They considered that the EU presence had worked as a **catalyst for policy debate** and that it succeeded in engaging relevant stakeholders at policy and scientific level. The EU presence at the Expo also worked as **platform** for the organisation of events on topics which would normally not be addressed in EU events in Brussels.

During the interviews, we asked stakeholders to provide their views of the EU Scientific Programme for the Expo, which included the events, but also the documents produced by the EU Scientific Steering Committee. Among representatives of the European Parliament, there was agreement that the final recommendations of the

⁷² Respondents were asked to select the most important possible results achieved in the event from a list. Respondents were allowed to choose up to three outcomes.

Committee had responded well to the EP's resolution regarding the Expo.⁷³ They were also of the opinion that they conveyed an important message showing that the **EU is thinking about global food and nutrition security** and that it is ready to step in. According to one of the members of the EU Scientific Steering Committee, the EU also succeeded in presenting the complexity of food and nutrition security, this being an issue with multiple related challenges in a number of scientific disciplines and policy areas. Also important was that the central role of research was recognised and highlighted in both the publications and discussions held at the events. As one of the members of the Committee explained: *"We were able to say things that needed to be said and also say some things differently from how were normally said"*. Moreover, many saw that the recommendations added value and **contributed to discussions around other global issues or initiatives** such as the EP's proposal for a 50% reduction of food waste by 2025, the UN Agenda to eradicate hunger by 2030, and the Paris Climate Conference (COP21). The comments cited in the text box below are included as way of illustration of stakeholders' general views of the EU's legacy at Expo Milano.

Adding to this, the way in which the Committee was composed and operated facilitated buy-in and increased the likeliness that there is some follow-up at policy level. The membership of the EU Scientific Steering Committee was **broad and balanced**, with not only researchers being represented, but also practitioners, industry and international organisations. The high level profile of the members and the quality of the discussions held at the Committee's meetings was highly appreciated. In addition, members of the Committee mentioned that it was a **collaborative initiative** where the perceptions of many important stakeholders were taken into account. There were a number of meetings to discuss the EU Scientific Programme and draft versions of the documents were circulated among different DGs, the EP and other stakeholders to ensure that all opinions were considered. Moreover, the online consultation allowed the engagement of a broader number and type of stakeholders in the discussions.

Comments from high-level representatives in relation to the EU's legacy at Expo Milano:

"The Expo 2015 EU Scientific Steering Committee played a pivotal role in promoting the scientific debate on the Expo themes, following wide public consultation and high-level debate" (EP Final Report)

The EU's contribution to the legacy of this Expo was the scientific committee chaired by Franz Fischler" (Italian authority)

"It was clear to us this was an extraordinary event with an end point. The EU wanted legacy. One of those legacies is no doubt the huge number of scientific meetings that took place (...) There was genuine interaction and it was a learning experience." (Member of the Scientific Steering Committee)

Now, in terms of the concrete follow-ups at EU policy level, there were mixed views. Despite the majority of the people interviewed were of the opinion that the work of the EU Scientific Steering Committee was the "main legacy" of the EU participation in World Expo Milano (as illustrated by the quotes in the text box on the right), the **impact of this is still to be seen**. Many were of the opinion that the Committee had provided concrete ideas for addressing global food and nutrition security issues and that it was the turn of EU institutions, and especially of the Commission, to act.

Other stakeholders were more positive about the lasting legacy of the Expo and emphasised that there were a number of important outcomes already present, whereby the EU's work had been presented to relevant EU or international stakeholders who could use it as input for policy decisions. This is illustrated in the examples below:

⁷³European Parliament resolution of 30 April 2015 on Milano Expo 2015: Feeding the Planet, Energy for Life (2015/2574(RSP)) Available at: [http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV\(2015\)0184_EN.pdf](http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV(2015)0184_EN.pdf)

- Presentation of the first document of the EU Scientific Steering Committee ("The role of research in global food and nutrition security") to the **Italian Agriculture Council** in May 2015. According to Italian authorities, the document was used as input for the development of the **Charter of Milan**.
- Presentation of the EU Scientific Steering Committee's conclusions and recommendations at the **DG AGRI's Outlook Conference** in December 2015.⁷⁴ The event was aimed at discussing policy options for food policy for the next 10 years.
- The workshop "Towards a long-term strategy for European agricultural research and innovation by 2020 and beyond" organised in the EU pavilion was a first step for **DG AGRI's preparation of a long-term strategy** for agricultural research and innovation that should be finalised by April 2016.⁷⁵
- Presentation of the EU Scientific Steering Committee's conclusions and recommendations to the **European Parliament** on 22 February 2016. This could lead to a decision for a resolution recommending the Commission to implement the recommendations.
- Presentation of the final document to the **UN's Secretary General**, Ban Ki-moon, who responded with a letter to the Chairman of the Committee, Franz Fischler, underlying the role of the scientific community in delivering on the promise of the 2030 Agenda for Sustainable Development to end poverty and hunger (see text box on the right). He also showed interest on discussing one of the Committee's recommendations with the Commission (i.e. creating an international panel on food and nutrition security).
- Discussion of publications of the EU Scientific Steering Committee at the **DG Joint Research Centre**, which could result with the incorporation of certain elements on work programmes and future orientation of the Centre.

"I welcome the commission of the European Union of the Scientific Steering Committee to foster coordinated global research and develop policy recommendations on the Expo Milano 2015 theme "Feeding the Planet, Energy for Life" (...) I applaud the efforts of the Committee and encourage the European Union to continue to show leadership by generating knowledge that will contribute to food and nutrition security" (Ban Ki-moon, 26 January 2016)

Adding to this, the results of the EU Scientific Steering Committee have also been disseminated through its members, who have presented the recommendations and participated in debates in countries such as the United States, Canada and the United Kingdom. Some of them have also promoted the Committee's recommendations in external projects in which they are involved, for example, the Food and Nutrition Security and Agriculture project undertaken by the German National Academy of Sciences Leopoldina in collaboration with the InterAcademy Partnership (IAP).⁷⁶

In summary, there have been meaningful steps taken which, according to interviewed high-level stakeholders and surveyed event participants, have helped to **bring attention to the topic, create an interest and a "certain momentum"**. It is possible that there will be some impact on policy developments if momentum is not lost and if the Commission follows up on the Committee's recommendations. The latter is especially important because participation in a Universal Expo itself is too limited in terms of time to generate policy impacts directly. The EU undoubtedly made an impact

⁷⁴http://ec.europa.eu/agriculture/events/2015-outlook-conference_en.htm

⁷⁵A full report on the content and outcomes of the workshop is available at: http://europa.eu/expo2015/sites/default/files/files/events-reports/4/4%20-%20Research_strategy.pdf

⁷⁶<http://www.interacademies.org/>

on directly involving relevant individuals and organisations in fruitful discussions which have had some repercussions at EU and international level. In some cases, this impact might extend into policy-making through various means including the decision by the European Parliament of a resolution for the Commission to implement the recommendations.

However, the evaluation found **limited evidence of systematic efforts to maximise the impact** at policy level, despite the overwhelming satisfaction and recognition of stakeholders of the importance of the contributions of the EU Scientific Programme in Expo Milano. The initial divergent opinions in relation to the value of Expos as forums for political debate and, therefore, of the role that the EU should play in this type of event (see section 4.1), generated **different levels of buy-in within the Commission**, which in turn limited the opportunity to plan concrete follow-up actions.

Furthermore, two members of the Scientific Steering Committee mentioned that, initially, the role and objectives of the Committee were unclear. For the members, it was not clear if they should produce a policy document or provide scientific advice to the Commission in relation to the theme of the Expo. From the various comments received in the draft reports (which were circulated among Commission DGs and other EU institutions), the members of the Committee said it was possible to tell there was a political agenda behind the theme of the Expo, but that it was unclear what the EU wanted to achieve in the Expo at policy level.

As a conclusion, the EU's Scientific Programme for the Expo had a very positive reception among EU and international stakeholders, which in part responded to the high quality of the work of the members of the Scientific Committee. The theme of the Expo is part of a global on-going discussion and therefore the EU will have a number of opportunities to build on the work done during the Expo and continue contributing to debate and policy-making. The extent to which this is realised will depend on a Commission's decision to pursue the EU Scientific Committee's recommendations which include leading a global initiative on food and nutrition security.

Conclusion

While these results fit early into the policy-making process (which is also affected by a myriad of other factors), the evidence collected in this evaluation suggests that the EU did a good job of engendering the desired short/mid-term results in relation to the EU Scientific Programme for Expo Milano. The events and documents produced by the EU Scientific Steering Committee worked as a platform for policy debate which engaged relevant EU and international stakeholders. In addition, the EU presence at Expo was an opportunity for the EU to provide a collective response to the issue of food and nutrition security. It is however harder to say whether these results led (will lead) to real policy developments. Whether this happens depends on the ability of EU institutions to continue working on the Committee's recommendations and maximise synergy effects with other wider initiatives such as the UN's Agenda to eradicate hunger by 2030.

5. GROWTH AND JOBS IMPACT

Our assessment of the EU presence in World Expo Milano includes an examination of its capacity to engage enterprises and institutions of food related industries in meetings to discuss economic and trade opportunities between the EU and Third Countries. By doing this, we can make some statements about the EU's contribution to growth and jobs.

Drawing from this, the evaluation focused on the **EU-Third Countries Events** at Expo 2015 promoted by DG GROW and the Enterprise Europe Network (EEN). These were meant to create an occasion for companies, clusters, research centres and organisations from the EU and Third Countries to meet and discuss about concrete opportunities of cooperation. The expected outcome was that **events led to negotiations** which would result in cooperation agreements to be fixed in the mid or longer term. A total of eight events were organised during the months of the Expo.

- EU-Mediterranean Countries and Turkey (6 – 7 May)
- EU-China (8 – 10 June)
- EU-Latin America and Caribbean (CELAC) (12 – 13 June)
- EU-Japan (10 – 11 July)
- EU-Africa (18 – 21 September)
- Food Tourism (28 September)
- EU- South East Asia (ASEAN) (29 – 30 September)
- EU-USA (5 – 6 October)

The events lasted for one day and a half and included three activities: (i) **conference** aimed at presenting the framework and tools for the industrial and regulatory cooperation between the EU and the respective country; (ii) **B2B meetings** (core activity) between companies, clusters, research centres, industry-related organisations; (iii) **visit to Expo**, and especially the EU pavilion, Lombardy Planet and partner pavilions (e.g. Austria, Thailand, and USA).

In the organisation of these events, the Commission was assisted by the European Consortium led by **PROMOS-Milan Chamber of Commerce**⁷⁷ which was responsible of the events with China, Japan, Sub-Saharan Africa and Food Tourism. The rest were organised by EEN, supported by PROMOS in the communication and promotion of events and the organisation of the conferences. The ETF also supported the organisation of the events and especially the visits to the EU pavilion and other country pavilions. The EC's Representations in Milan and Rome also collaborated in engaging participants and promoting the events.

An analysis of the EU's contribution to growth and jobs would normally entail an assessment of the value of trade agreements established between companies that participated in these meetings. But, as with the examination of policy impact, this type of economic impact could only be measured at a later stage, as trade agreements take

⁷⁷ Group Leader of the Consortium composed of eight institutions (mostly Chambers of Commerce) related to economic development and internationalisation of SMEs from 5 EU Member States (Italy, France, Spain, Poland and Belgium) and Eurochambres, which ensured the involvement of businesses from all Member States. The Service Contract between DG GROW and PROMOS was signed on 6 March 2015 (ref. SI2.703090).

time to be established. The type of outcomes that could possibly be observed at this stage are, for example, the views of participants in relation to the organisation and success of the events and, in particular, if discussions were fruitful, if agreements were reached and/or if there are on-going negotiations.

The monitoring and follow-up of the results of the meetings were the responsibility of PROMOS. For this task, it implemented feedback forms signed after the events, an online survey one month after the event, and a follow-up survey two to three months after that. This was also complemented with direct contacts (calls and emails) with all participants. The main indicators for measuring the B2B meetings' success were:

- Number and profile of participants to conferences and B2B meetings
- Number of B2B meetings
- Geographical composition of participants
- Number of fixed cooperation
- Number of on-going negotiations
- Number of cooperation considered
- Participant's appreciation of events (in terms of organisation, relevance of meetings, participants profile, etc.)

We based our evaluation on data provided by PROMOS and EEN in relation to these indicators. However, we complemented this with a number of interviews with Commission officials which also provided their views on the results of the initiative.

Our priority was to understand whether the EU-Third Countries events and, in particular, B2B meetings, served to bring together food-related enterprises and institutions in the EU and worldwide which **established (or could potentially establish) trade agreements and contribute to growth and jobs**. As evidenced in the analysis below, this allowed us to see the EU presence at Expo Milano as an important communication initiative, but also as a platform for leveraging partners and a catalyst of economic change.

In the following sections, we examine several aspects of the success of EU-Third Countries events with a view to providing an answer to the following question:

EQ 11: To what extent were B2B Third Country meetings successful?

5.1.Meetings and participant numbers

Over **4,200 B2B meetings** were organised in the framework of the EU-Third Countries events. These involved over **1,955 participants** (including SMEs, clusters and organisations), of which (on average) 72% were from 26 EU Member States and 28% from more than 50 Third Countries. Nearly half of the meetings took place in the framework of the EU-MED, EU-China and EU-Africa events (57%). Also, participation of EU and Third Countries companies in the EU-China and EU-Africa meetings was quite even, compared to other events where the EU Member States had a greater participation than their Third Countries counterparts (e.g. EU-MED, EU-ASEAN, EU-USA and Food Tourism). This may be indicating that the interest for further economic cooperation between the EU and China/Africa is shared and therefore future trade agreements with these countries are more likely.

Table 9: Overview of participants and B2B meetings at EU-Third Countries events

Events	Participants ⁷⁸	Third Countries (%)	MS (%)	B2B meetings	%
EU-MED	350	21%	79%	870	20%
EU-China	352	43%	57%	849 ⁷⁹	20%
EU-CELAC	242	39%	61%	631	15%
EU-Japan	180	34%	66%	312	7%
EU-Africa	362	50%	50%	711 ⁸⁰	17%
Food Tourism	237	8%	92%	242	6%
EU-ASEAN	136	21%	79%	366	8%
EU-USA	96	4%	96%	294	7%
Total	1955	27.5%	72.5%	4275	100%

Source: PROMOS, EU-Third Countries Events at EXPO 2015, Final Report, January 2016

The eight events involved participants from **26 Member States** and **57 Third Countries** from the agro-food sector, sustainability and biotechnologies. Naturally, circa two thirds of EU participants were from Italy (64%). This was followed by Belgium (6%), France (4%), Spain (4%), Slovenia (3%) and Poland (2%). Among Third Countries participants, Asia and Africa were the most represented regions, followed by Latin America. According to PROMOS's final report, the broad geographical coverage was due to the involvement of the EEN partners and the promotional activity carried out by Eurochambres.

It is worth noting the **broad geographical coverage of the EU Food Tourism** event which involved participants from 25 Member States and Norway, Asian region, USA, Africa and Latin America. These included companies in agro-food, tourism associations, tour operators, touristic agencies and hotel chains and farmhouses.

In terms of the profile of participants, there was a **large majority of SMEs** (56%), but this was complemented with a mix of large companies (14%), clusters (3%), research centres and universities (3%), and public institutions (Ministers, Diplomatic Representatives, Director General of Ministries, and National Agencies) (23%).

The high level of participants and the number of B2B meetings organised shows that there was a **genuine interest among EU and Third Countries companies**. As explained by one Commission official *"it is difficult and expensive for companies to move to another country in order to attend a meeting. They know in advance that there is a business opportunity there and that they can generate something there. If not, they wouldn't attend"*.

5.2.Results of B2B meetings

A large majority of participants were positive about the general organisation of the events, with 88% who said they were satisfied with it (on average for all event

⁷⁸ Participants to all activities covered in the event: conference, B2B meetings and visit to Expo pavilions.

⁷⁹ This includes 25 B2B meetings with companies from Parma.

⁸⁰ This includes 39 B2B meetings with companies from Parma.

participants). Participants from ASEAN countries were the most satisfied (94%) and those from CELAC were less satisfied (80%), but still very positive about it.

According to data provided by EEN and PROMOS, **20% of meetings have had a positive outcome** during the 2-3 months after the events (i.e. fixed cooperation, on-going negotiations or cooperation being considered). For the EU-Third Countries events organised by PROMOS, the target was that 25% of B2B meetings led to on-going negotiations or fixed cooperation. This was overachieved, with 55% of unique meetings that have had a positive outcome. In the case of meetings organised by EEN this was 14%.

As per the table below, B2B meetings organised by PROMOS (i.e. Food Tourism, EU-Japan, EU-China and EU-Africa) were the most fruitful, with **6 out of 10 meetings (on average) resulting in a fixed cooperation or negotiation**. The EU-ASEAN and EU-USA events were relatively successful too, with circa a third of meetings generating positive outcomes. Meetings between EU companies and those from the Mediterranean and Latin American regions were less successful, but still productive in a number of cases.

Table 10: Overview of results of B2B meetings

Events	Fixed cooperation	On-going negotiations / Cooperation considered	% B2B meetings
EU-MED	20	73	11% (835)
EU-China	20	196	51% (412)
EU-CELAC	5	61	10% (613)
EU-Japan	15	78	60% (156)
EU-Africa	18	152	51% (334)
Food Tourism	6	78	69% (121)
EU-ASEAN	4	76	22% (366)
EU-USA	6	51	19% (294)
Total	94	765	20% (4275)

Source: PROMOS, EU-Third Countries Events at EXPO 2015, Final Report, January 2016

It is worth noting that the results were quite balanced in terms of the country of origin of the companies which benefited from the B2B meetings, meaning that Italian companies did not necessarily prevail in the positive outcomes obtained. According to data provided by PROMOS, 42% of the cooperation agreements (fixed cooperation) that resulted from the events organised by PROMOS were among companies from EU countries other than Italy and with companies from Third Countries. In the case of on-going negotiations, the majority were between companies from EU countries other than Italy and with Third Countries (63%). For cooperation being considered, Italian companies were involved in six out of ten discussions (59%).

For PROMOS, the positive results of Third Country events can be attributed to various factors including the methodology in **selecting and coaching SMEs** throughout the process, which resulted in the selection of high quality and reliable partners. The communication strategy implemented - which included an online platform (Talkb2b.net) for companies registered to events that provided general information, companies' profiles, match-making method, B2B selection and logistic information -

proved to be very successful in raising awareness of the events and facilitating match-making. Moreover, the **virtual meetings**⁸¹ organised before the event allowed participants to assess the real scope for cooperation and arrive to the meetings with a clear idea of which could be the “business effect” of their trip to Milan.⁸² The presence of **government officials and policy-makers** in the conferences and the strong collaboration established with relevant organisations such as Eurochambres during the preparation phase also explain the high level of participation and broad geographical coverage.

The data collected by PROMOS allowed us to examine the number of fixed cooperation, on-going negotiations and considered cooperation that have been established so far. But it contains limited details in relation to the type of agreements or discussions going on. Although it is not possible to estimate the impact in monetary terms either, we can still cite some examples to illustrate the results of B2B meetings. The examples presented below show that there are a number of agreements being discussed or already set up between EU and Third Countries companies covering a broad range of economic sectors and types of cooperation:

Fixed cooperation

- **Technological and commercial collaboration in the health sector** established between a Chinese and Italian company. Companies are in the process of checking the technical competences and elaborating the business plan.
- **Technology transfer in the field of gas generation, separation and purification** agreed between a Chinese and Italian company.
- **Cooperation in catering services** established between a Japanese and Italian company.
- **Cooperation in renewable energy (Biomass) and wood** established between an Angolan and Italian company.
- **Agreement for the import of machines for the treatment of fruit and vegetables** between an Italian and Malawian company.
- **Signed agreement to jointly promote business exchange** in Africa between an Ivory Coast and UK company.

On-going negotiations

- **Consultancy on how to get in contact with Chinese operators** interested in northern Europe itineraries being discussed between a Chinese and Danish company.
- **Support to be provided by the Ministry of National Economy in Hungary** to an Italian company that needs to identify food-related Hungarian retailers
- **Agreement related to the distribution of agro-food machines** in Comoro to be signed in the first month of 2016 between a Spanish and Comorian company.

⁸¹ A total of 4,373 virtual meetings and pre-matching sessions were organised by PROMOS in advance to the EU-China, EU-Japan, EU-Africa, and Food Tourism events.

⁸² There are some examples of cooperation fixed during the pre-virtual meetings. For example, the cooperation established between Chinese and Belgian companies before the EU-China event.

- **Discussion of options for doing business together** between a Polish and Burkinabe company
- **Exchange of products samples** of an Italian company to test in Mali through an agreement with a Malian company

There are also various examples of cooperation fixed or on-going negotiations between companies from EU Member States for reaching Third Countries markets, for example, an agreement between an Italian and Spanish company appointing the Italian counterpart as "business procurator" for exporting and distributing a Spanish product in East Africa.

The stakeholders interviewed were also of the view that the B2B meetings were an important **opportunity** for EU and Third Countries businesses which would not have happened without the Expo. The Expo worked as a **"catalyst" for attendance** and the business events organised around it served to build **new partnerships** around the topics of the Expo and gave visibility to the EU.

As mentioned before, DG GROW, EEN and PROMOS also showed good capacity to **leverage partners and establish synergies** with different actors such as the EC Representations in Milan and Rome, the Lombardy Region, Assolombarda (Industrialists' Association of Milano Monza Brianza), CNA (Italian Association for Handicrafts), AICE (Italian Association for Import and Export), Parma Alimentare, and on-going EC co-funded programmes and initiatives.⁸³

Areas for improvement

Based on the information collected, we have identified some potential areas for improvement in relation to the business dimension of the EU presence at the Expo which concern mainly:

- **Calendar of events and B2B meetings:** Some dates were very close to each other, which resulted in overlapping of promotion and communication.
- **Participation of Third Country businesses:** The EU-USA, EU-ASEAN, EU-MED and Food Tourism events were mainly attended by EU businesses.
- **Visual identity:** There was no common visual identity between events organised by EEN and PROMOS, with the former being promoted in advanced and with no indication of the upcoming PROMOS events.
- **Language:** The use of professional translators should be made available at all times in order to facilitate interaction and discussion.
- **Organisation and monitoring:** The presence of several organisers led to some inefficiency in the scheduling, organisation, promotion, and monitoring of results of the events. In relation to the latter, we have identified some discrepancies in the data reported by EEN and PROMOS which is due to differences in the way that each organisation defines and measures the outputs of the events.

⁸³ For example, the China IPR Helpdesk, China EU SME Centre, EuroMed Invest-EU Support to Business and Investment Partnerships in Southern Mediterranean, Mercosur IPR Helpdesk, NEXO-AI Invest, network ERA Net-LAC, EIBN -Indonesia-EU Business Network, EVBN - EU-Vietnam Business Network, EuroCham Cambodia,EuroCham Myanmar, and EABC – Thailand-European Association of Business and Commerce. PROMOS, Ibid, pg. 6.

Conclusion

The results show that the EU-Third Countries events, especially those organised by the external contractor (PROMOS) were relevant and responded to a real need. The events and, in particular, B2B meetings, supported the internationalization and business cooperation of EU companies. There is evidence to support the idea that this was a quite fruitful initiative that complemented the EU presence at Expo Milano and gave the EU additional visibility among relevant stakeholders. The meetings have resulted in a number of European companies approaching foreign markets and finding good partners to start or strengthen trade relationships or cooperation, providing valuable business opportunities to EU SMEs. Moreover, it proved that taking the occasion of already exiting events (Expo) to schedule the brokerage events was effective and capitalised the interest of EU and Third Countries companies. These results invite to the consideration of future brokerage events to be organised in the framework of international events where EU and Third Countries businesses are present.⁸⁴

⁸⁴ In relation to this, it is worth noting that DG GROW (Unit A4) will launch a call for tenders in 2016 for organising 10 EU-Third Country events at the occasion of major international trade fairs in Europe and outside Europe which will share the same concept and rationale of the events in Milan.

6. ORGANISATION AND MANAGEMENT

This section examines the organisational aspects of the EU presence at Expo Milano. More concretely, it examines the management approach towards Expo participation, the operation of the pavilion, and the volunteer programme. The main objective of this analysis is to identify **what worked well and what could be improved** in the delivery of the pavilion, with a view to drawing lessons for the future EU participation.

This aspect of the evaluation is relatively important given the sense of '**starting from scratch**' which was expressed by interviewees in relation to the lead up of the EU participation in World Expo Milano. After the elimination in 2000 of the special unit at the Secretariat-General that was in charge of managing participation in World Expos, the EU's involvement in the subsequent events became a major task for the different DGs that were in charge of it. Combined with budgetary limitations, this resulted in the EU scaling down its presence over the years, to the extent of sharing a pavilion with Belgium in Shanghai 2010.

For Milan 2015, the EU took an important step in setting up its own pavilion and trying a different communication approach, less institutional and formal and centred on reaching ordinary citizens. It also provided a platform for activities aimed at making policy and business impacts. This was a major task, handed to an EU Expo Task Force led by the DG JRC, with participation of the European Parliament and funding from DG AGRI, DG DEVCO, DG SANTE and DG GROW. The initiative also drew on and consulted various DGs and EU institutions in preparation of Expo Milano through a specially created Inter-service Working Group (ISWG).

In this section we focus on examining various aspects of the organisation and management of the EU participation at the Expo, where possible comparing with other pavilions and past Expos in order to put the results in context. The section is concluded with a set of concrete learning points and recommendations.

This element of the evaluation is based on 40 interviews with stakeholders including project managers and members of the ETF, contractors, members of the EU Scientific Steering Committee and ISWG, representatives of the European Parliament, and senior officials of Member States' pavilions. It also takes into account monitoring data provided by the contractors tasked with the visitor experience on the ground floor of the pavilion.⁸⁵

6.1. Organisational set-up of pavilion

EQ 12: To what extent has the organisational set-up of the pavilion been successful also compared to other European country pavilions (at least 3)?

As was explained in section 1.2.2, DG JRC was responsible for managing the EU presence in World Expo Milano. In cooperation with the EP, DG JRC formed the EU **Expo Task Force** which was in charge of the conception, implementation and evaluation of the EU participation in Milan (Figure 13). There was a team present at the pavilion at all times the Expo was open, on a shift basis, with around **112 people per shift** (i.e. morning, afternoon and evening shifts). This included the people in the

⁸⁵ Clarke D. and Clarke M., EXPO 2015 EU Pavilion, Ground Floor Visitors Experience, Operations - Final Report.

different functions of the ETF, volunteers assisting in the visitor experience, event organisers, IT manager and staff, and security guards.

Figure 13: Organisational structure



To facilitate coordination with relevant DGs and other EU institutions, DG JRC also arranged the **ISWG**, chaired by the ETF's Commissioner General. The ISWG met on a monthly basis throughout the preparation and implementation phases. It ensured the coordinated action and communication of the DGs involved including AGRI, COMM, SANTE, ENER, ECHO, ENV, MARE, EAC, RTD and GROW. It also brought in representatives of the European Parliament, Committee of the Regions and Economic and Social Committee.

For the delivery of the EU presence at the Expo, the ETF also worked with a number of contractors, namely:

- **MCI Group:** Curator and responsible for the creation of the visitor experience, media production, on-site experience, and story supervision.
- **Amadeus Holdings AG:** MCI's sub-contractor responsible for the planning and deployment of the on-site operations at the pavilion, in particular the ground floor visitor experience.
- **Pomilio:** Contractor responsible for the logistics and catering of events held at the EU pavilion and other sites in Milan, as well as of EU-Third Country Events.
- **Ciessevi:** Italian civil society organisation in charge of coordinating the provision of 840 volunteers for assisting visitors in the pavilion.

- **PROMOS:** DG GROW's contractor in charge of organising four of the eight EU-Third Country Events held during the months of the Expo (chapter 5).

Organising and managing the EU presence effectively entailed a wide range of complex and time-sensitive tasks. This was inherently challenging, especially given that the ETF could not draw on experience from previous Expos or similar events. However, the evaluation found that these challenges were overcome due in particular to the high level of commitment, flexibility and professionalism of the ETF, contractors and institutions involved. Moreover, the success of the Expo as a whole and high number of visitors, especially during the last three months, brought additional political support to the initiative and helped to leverage the pavilion's impact. The ensuing sections present our findings in relation to the organisational set-up of the pavilion in terms of success factors and challenges that, while mostly overcome, are worth bearing in mind for future planning.

6.1.1. Success factors

The successful implementation of the EU presence reflects the **professionalism and high commitment** of the managers and members of the ETF, as well as their ability to make the most of the available budget and adhere to Commission's rigorous procurement standards. Financial risk was to an extent reduced by renting, rather than buying expensive equipment.

A large majority of knowledgeable stakeholders attributed this in part to the quality, motivation and strong leadership of the team. As exemplified in the words of one interviewee *"it was a great team-building experience and they really stepped up to the plate. And it worked, even if it diverted some staff from DG JRC. The management of the team went very well too"*.

Interviewees also pointed to the substantial **learning process** for many involved, and hoped that the knowledge and experience would be institutionalised and put to use in the future. In another typical statement: *"Some members of the ETF came out of this with enhanced skills in events operations. It was a fast track learning experience for many. So that the success is not a one-off, the EU should not lose those staff and the competences gained"*. The importance of institutional knowledge is discussed further in section 8 on overall conclusions and recommendations.

Inter-institutional collaboration was also singled out by most members of the ETF interviewed for the evaluation as a particularly important for the success of the EU participation. According to them, this was a **central element** for the management of the project which ensured a coordination action and unified messages by the EU. The interest in the Expo of a variety of DGs also ensured the high volume and quality of events and meetings that took place at the pavilion.

According to members of the ETF, **DGs were collaborative** and worked very well together throughout the process, which resulted in joint participation of some DGs in other upcoming events, as illustrated by the quotations in the text box to the right. The high level of cooperation was evident in the development and implementation of the media strategy too, as explained in section 3.4. In effect, the communication function followed the approach taken to the ISWG and created a similar group involving the communication people in the

Comments from representatives of EC DGs in relation to the cooperation within the ISWG:

"The ability to collaborate between DGs has been enhanced through the Expo experience. This is helping us participate in events with one presence. For example, now we are participating together in the Berlin International Green Week and the Salon International de l'Agriculture in Paris" (Commission representative)

"We really got to cooperate with DGs with which we could have had some overlaps. It helped to build relationships for future. The ISWG was a big added value" (Commission representative)

different DGs and DG COMM to agree on media actions and the dissemination of a common message.

Interviewees pointed out that such a high degree of collaboration was rare and attributed it to several factors. **Early engagement** was described as particularly important. Most relevant actors were invited to participate early in the planning of the initiative. As explained by one senior member of the ETF, it was essential to *"start preparations as early as possible and bring everyone around the table even before we knew what to do"*. Moreover, it was important that the initiative was presented as a holistic, **corporate approach**, on behalf of the EU as a whole, rather than linking mainly to specific policies or institutions. This in contrast to past Expos where the EU presence was developed around a small number of policies related to the Expo theme, without allowing for broader institutional participation.

Finally, the increasingly apparent success of the event created a **virtuous circle**, furthering the level of cooperation and mutual support of all involved. The **shared governance and collaboration with the European Parliament** deserves special mention. This relationship was seen by most stakeholders consulted as constructive and unique. As one interviewee said *"this could be a study case of cooperation between colleagues from both institutions"*. The EP President's interest in and commitment with the Expo (reflected in an EP Resolution⁸⁶) provided the foundation for the good collaboration, which led to the regular presence of three EP representatives at the Expo site and boosted the pavilion's exposure (and visits) among VIPs. Again speaking to the importance of early engagement, the appointment of the Director of the EP Information Office (EPIO) in Milan as member of the EU Expo Task Force at the beginning of the project also played a key role. It gave the Parliament the opportunity to participate in all decisions as well as increasing the sense of ownership of the initiative.

The **extensive relevant experience of external contractors** was another important success factor. Members of the ETF pointed out that Amadeus Holdings AG had participated in major events (e.g. London Olympics), helping it to adapt quickly to increases in the flow of visitors, thereby ensuring safety and security. Theirs and the other contractors' know-how also contributed in offsetting the absence of such experience among members of the ETF.

Finally, the **volunteer programme** must be considered one of the most important success factors of the Expo experience. This had an impact not only on the organisational set-up of the pavilion and its ability to attract visitors, but also on the pavilions impact on young people, one of its key audiences. The volunteer programme is discussed in greater depth in section 6.2.

6.1.2. Challenges

This section describes and analyses the lessons learned and challenges encountered in the organisation and management of the EU participation. The overall success of the event demonstrates that these were to a large extent overcome. Nonetheless, they do explain certain limitations to the event's potential and provide important evidence for the overall conclusions and recommendations presented in section 8, as well as providing recommendations for the future. The findings below are based on interviews with members of the ETF, EU Scientific Steering Committee, ISWG, contractors, and

⁸⁶[http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV\(2015\)0184_EN.pdf](http://www.europarl.europa.eu/sed/doc/news/document/P8_TA-PROV(2015)0184_EN.pdf)

representatives of the European Parliament, as well as the operations report submitted by Amadeus Holdings AG.⁸⁷

Timing and buy-in

Preparing for a World Expo entails significant and coordinated efforts related to strategic planning, engaging relevant organisations and stakeholders, creative development, procurement and administration, logistics and external communication. Good practice (according to members of the ETF, contractors and representatives of other pavilions) demands at least three years for this, while the decision to participate in the Expo was taken in May 2013, only two years before the event. According to a large majority of interviewees, it was also difficult at first to generate the buy-in needed for key decisions. These challenges were mostly overcome due to the strength and commitment of the ETF and its contractors and the other success factors described above.

However, there were **some limitations**. For example, contracts had to be procured through existing Commission Framework Contracts rather than open competition, since the latter would have taken more time. This limited the ETF's choice of contractor for crucial creative and logistical aspects of the pavilion. The lack of time also contributed to construction delays that in part explain why the pavilion was not able to open with the rest of the Expo on 1 May.

Similarly, while the public diplomacy and policy elements were highly successful, (even) more active engagement from key VIPs could have generated further exposure for the EU participation and increased its impact. In terms of the communication impact, more and earlier buy-in from some DGs could have helped the ETF and contractors to come up with a more effective way of conveying complex messages (see section 3.3. for a full analysis of this aspect).

Experience of personnel

Without a permanently-existing unit dealing with large-scale events such as World Expos, it was not possible to draw on substantial institutional experience. Instead, members were selected based on the qualifications for specific roles, interest, availability and command of Italian.⁸⁸ In general this worked well, especially as members of the ETF gained experience over time. However, interviewees suggested that prior expertise about how to deal with event organisers could have helped offset the logistical problems, such as severe construction delays, that affected much of the Expo.

Construction timeframe

The management of the project suffered from one unexpected situation which was the delay in the construction and installation of the EU pavilion. Local political disputes, corruption scandals and the difficulties inherent in setting up a major event such as a World Expo contributed to a slowdown in construction and prevented Expo Milan from having all pavilions ready on the agreed dates. This impacted negatively on the EU's operations readiness phase which was shortened from 8 to 2 weeks, **reducing the**

⁸⁷ Ibid.

⁸⁸ Project personnel were made of Commission officials and contractors.

quality and increasing the cost of the pavilion opening.⁸⁹ The EU pavilion opened eight days later than the Expo as a whole, which meant a slow start in terms of visitor numbers and a reduced experience for the first visitors. Although some delays could not have been avoided, interviewees suggested that more event organisation experience would have helped the ETF deal with unforeseen problems and thereby reduce their impact.

Administrative and financial regulations

As an institution entrusted with public funds, the Commission is bound to strict administrative and financial rules. While the benefits of such rules are many, members of the ETF also pointed out that the need to adhere to set procedures made it difficult to react quickly and flexibly to changing circumstances. This caused **delays** not only in addressing some unexpected situations (e.g. construction delays), but also in the definition and implementation of key elements of the initiative such as the volunteer programme.⁹⁰ In some cases, it also resulted in **additional costs**.⁹¹ One member involved in the organisation of events also mentioned that accounting for events and asking for reimbursement of expenses was difficult, especially for events held outside the Expo site. This was due to the fact that finances were run by officials in Brussels who were not entirely familiarised with the project and agreements with contractors. The feedback received partly reflects inevitable frustration with the need to balance expediency with accountability, but **performance in such matters can always be improved**, for example, by allowing specific exceptions, considering more flexible arrangements with contractors, and establishing clear mechanisms for making decisions on expenditures in compliance with the EC Financial Regulations and the EC Legal Framework

6.1.3. Comparison with other country pavilions

When examining the success of the organisational set-up of the EU pavilion, we collected feedback from other countries/organisations present at the Expo that could serve to put the EU's achievements and drawbacks in perspective of what others experienced. As shown in Table 11 (page 67), all pavilions were confronted to certain challenges in the management of the project. Moreover, according to what pavilions' senior officials expressed in the interviews, all countries/organisations had some level of **debate around the purpose of the Expo and the overall value of their participation**. There was no general consensus, except in the German and Spanish case, about whether or not their countries should, as a rule, participate at Expos. However, all tended to agree that despite the initial doubts, the experience proved to be very successful and they were optimistic about future participation.

As in the EU case, the decision to participate and preparations started a bit late in the UK (2013) due to initial difficulties in finding interest from sponsors. The decision was

⁸⁹ Ibid.

⁹⁰ According to one of the interviewees, there were many delays in relation to the implementation of the volunteer programme and what type of compensation/allowance volunteers would receive for their contribution to running the visitor experience.

⁹¹ This was the case of hotel costs for event participants. Tariffs for hotels had to be fixed in the Technical Specifications of the Call for Proposals for the organisation of events in Milan, and these were based on the assumption that hotels in Milan would be overbooked. However, during the first months of the Expo, hotel rates were lower than expected and hence the Commission paid the contractor more than the actual hotels' rates. This was partly compensated during the last months of the Expo when hotel prices raised and were over the Commission's tariff. A more flexible financial regulation would have allowed the EU to negotiate with contractors and lower the risk of paying over-prices.

political in the end, but it still took some time to define the objectives and approach to be adopted. In the case of Germany, France and Spain, the Expo generated enough interest and expectations from start and preparations commenced early enough.⁹² It is worth noting that in the German and Spanish cases, as there is a **permanent unit/agency** responsible for the country's participation in International and Universal Expos, the decision to participate and the definition of the approach was taken in a more procedural way than in other countries. In the case of France, the early decision responded to Italy and France's long standing economic, diplomatic, and scientific relations.

Two interesting examples for the EU are the UK and Save The Children. Similar to the EU, they both had some initial doubts about participation. However, when the decision was made, they based their presence in the Expo on existing (and on-going) communication campaigns,⁹³ meaning that their participation in Milan was thought to reinforce or expand work that was already being carried out. This, together with Germany and Spain's choices of having a permanent unit/agency points out to the **importance of experience and institutional learning**, which was a major drawback in the EU case. The successful delivery of the project is therefore more likely if it relies on people with extensive experience and/or on ideas/resources that have already been tested.⁹⁴

Moreover, the consultation with other country pavilions uncovered the importance of putting the Expo participation in the **framework of specific mid or long-term goals**, as in the case of Germany and the UK. As explained by one senior official of the German pavilion, their participation in Expos are seen as "*an investment for the future*" which pursue long-term goals related to being an exporter of innovations and solutions. In the case of the UK, the government developed "Grown in Britain and Northern Ireland" a programme of business events and activities that began with the milestone of the Milan Expo and will continue during a number of major events taking place until 2020 (i.e. Rugby World Cup 2015, Rio 2016 Olympic and Paralympics' Games and Dubai 2020).

Finally, it is worth noting that all countries have relatively **flexible approaches** towards organising their presence at Expos and have tested different configurations in different Expos. Their presence is mostly funded by public money, but in all cases they had some level of private investment coming from sponsors. Moreover, they all had bars or shops to attract visitors and/or showcase the country's food and beverages. The money raised covered the cost of the shop/bar and/or construction costs. The exception was Save The Children, which installed a shop and a specific donation area for raising money for their charitable projects.

⁹² Although no specific date was provided by the stakeholders consulted, they all mentioned that they had started early enough and experienced no issues in relation to this.

⁹³ In the case of the UK, this was the GREAT Britain campaign, a Government's ambitious international promotional campaign that seeks to showcase the best of what the UK has to offer to the world to generate jobs and growth for Britain. To link this to the Expo, In the case of STC, there were two campaigns that had been very successful in the past and that were extended to Milano 2015 i.e. the "Everyone" campaign against child mortality (launched in Italy in 2013) and the "Be the change" campaign aimed at involving the general public in changing the outcome for a child.

⁹⁴ It is relevant to note that despite the UK did not have a permanent Expo unit; the government has decided to keep a small team of three people for next Expos. They will run the initial recruitment process and train the new team.

Table 11: Project management approach of EU and other pavilions

	EU	UK	Germany	Spain	France	STC
Decision	Late (2013)	Late (2013)	Early (N/A)	N/A	Early (N/A)	N/A
Political support	Consensus still emerging about rationale for EU presence	Doubts about overall value of participation	Consistent participation in Expos over past years	Consistent participation in Expos over past years	Lot of expectation and support since the beginning	Seen as opportunity to fund-raise and disseminate existing campaigns
Strategy	Consensus still emerging about strategic goals and objectives	Participation built on existing (and on-going) campaign about UK's scientific excellence	Participation pursues mid and long-term goals related to exporting innovations	Participation aimed to demonstrate high potential of national food industry and cuisine.	N/A	Participation built on existing (and on-going) campaigns to raise awareness on child mortality
Project management	No permanent unit or team. Limited prior experience of staff, precluding institutional learning.	Inconsistent project management approach across Expos. Recent decision to maintain small team for next Expos.	Permanent Expo unit in Federal Ministry, but no permanent team. General manager is stable though, and teams are created for each Expo via a tender process.	Integrated management approach and stability of public agency in charge of developing presence in Expos.	No permanent unit. Seven ministries involved.	Participation managed by local affiliate. Participation in future Expos unlikely if no local affiliates in the countries.
Team composition	Public officials and contractors	Public officials	Public officials and contractors	N/A	N/A	N/A
Funding	Public (100%)	Public (91%) & Private (9%)	Public	Public (96%) & Private (4%)	Public (91%) & Private (9%)	Funded w/ sponsorships

Source: Monitoring data templates filled in and submitted by senior officials of country pavilions

Conclusion

While managing the EU participation at the Expo was a learning process, it benefited from several factors, notably high levels of commitment, strong leadership, inter-institutional collaboration and reliable contractors. These contributed to the overall success of the event. There were also challenges. Some of these, such as delays caused by problems with the Expo organisers, were largely outside the ETF's control. But others stemmed from the Commission's lack of mechanisms to retain institutional knowledge, despite its participation in previous Expos. The examination of other countries' pavilions shows that it is possible to put such mechanisms in place. Doing so would be an important way for the EU to ensure the legacy of its participation in Expo Milano and enhance its performance at any future events.

6.1. Volunteer programme

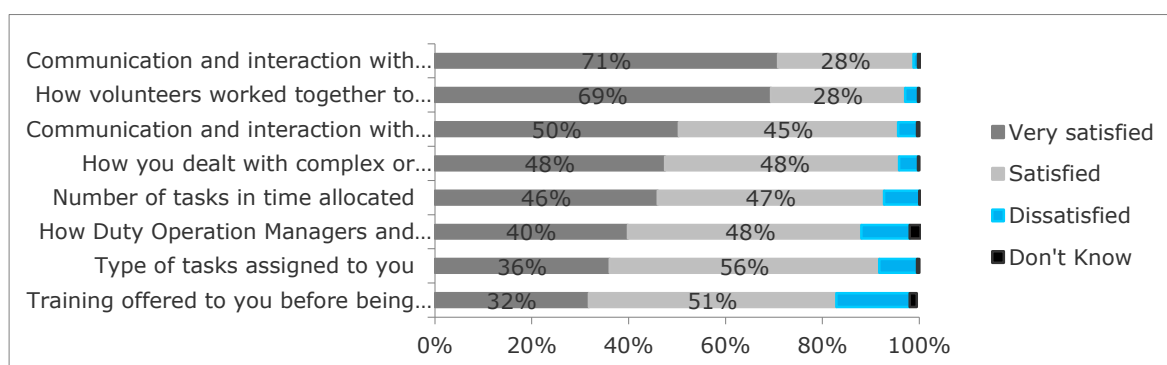
EQ 13: To what extent was the volunteer programme a success?

The volunteer programme was one of the key aspects of the organisational setting of the EU pavilion. Volunteers were mainly in charge of attracting visitors to the pavilion, welcoming them at the queue, and guiding them throughout the visitor experience. Volunteers were also in charge of conducting the surveys of visitors and event participants developed by the evaluation team. Through an external contractor (Ciessevi),⁹⁵ a total of **840 volunteers** were engaged from the beginning of May to the end of October 2015.

On-site, the volunteers were mainly managed by the Duty Operation Managers (contractor), assisted by a Commission's on-site volunteer coordinator. Moreover, one volunteer per shift (i.e. morning, afternoon and evening) also played the role of Team Leader. Volunteers rotated in different positions of the operation of the ground-floor (pre-show, main show and post-show), which included tasks such as guiding visitors, introducing the various elements of the pavilion and surveying visitors.

Overall, surveyed volunteers were **highly satisfied with their volunteering experience** at the EU pavilion, nine out of ten stated they were either 'very satisfied' or 'satisfied' with it. In terms of the organisational aspects of the experience, volunteers were mostly satisfied with the interaction with other volunteers and visitors, as well as with how they worked together (97% satisfaction, on average). Volunteers were also very happy with how they dealt with complex or unexpected events (96%), whereas they were slightly more critical of how Duty Operation Managers and other pavilion staff dealt with this type of situations (12% dissatisfaction).

Figure 14: Level of satisfaction with different aspects of the volunteering experience

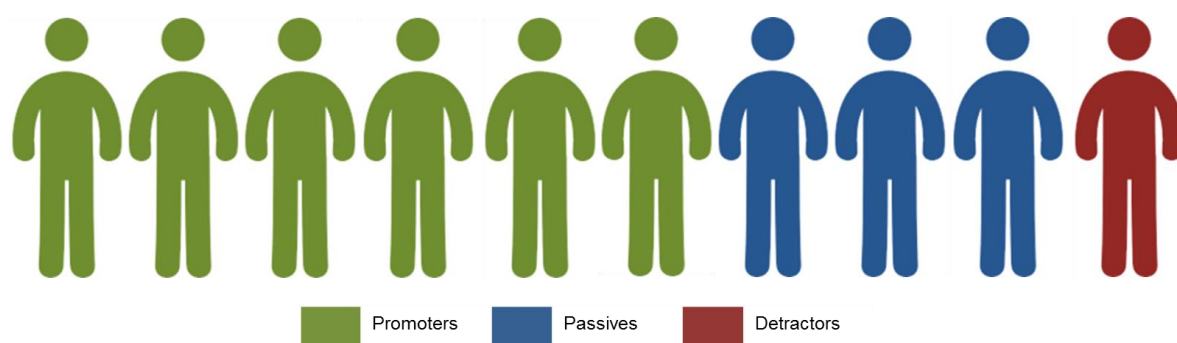


n=416

Evidence of the high level of satisfaction with the experience was the fact that six out of ten volunteers were very likely to recommend the volunteering programme to their peers (promoters) (Figure 15).⁹⁶

⁹⁵ <http://www.ciessevi.org/>

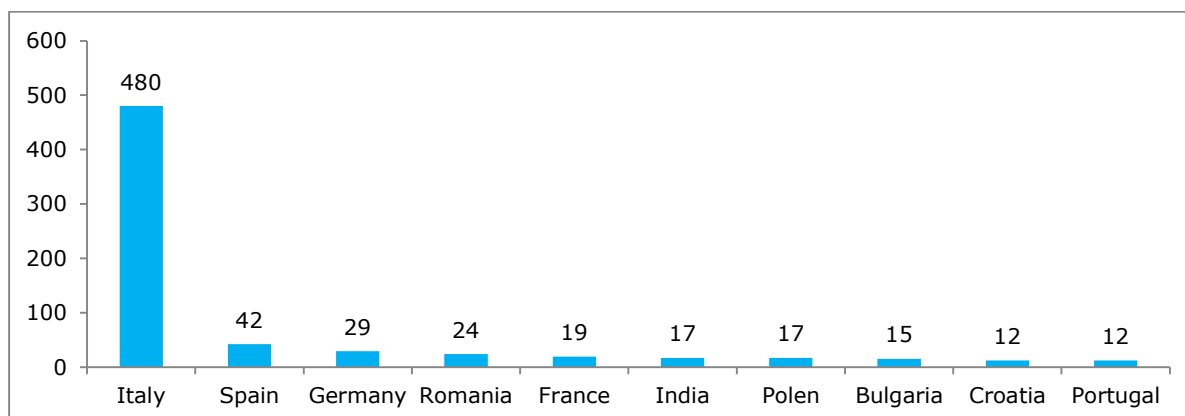
⁹⁶ As was explained in section 3.4., in marketing, it is general practice to consider "promoters" those who responded 9-10, "passives" those who say 7-8, and "detractors" the ones who respond 0-6.

Figure 15: Promoters of the volunteering experience

In terms of areas for improvement in relation to the volunteer programme and/or the work at the pavilion in more general terms, volunteers' comments pointed to the following:

- **Improving internal communication and organisation.** For example, informing volunteers of upcoming events and meetings taking place at the pavilion.
- **Improving the training delivered prior to the Expo experience.** In particular the online training was seen as not very relevant for the actual volunteering tasks and duties. Volunteers also suggested that further explanations of how EU policies related to the Expo theme were needed. Volunteers also mentioned that they did not receive training on the panels in the post-show area for example. As a result, the information contained there was not always explained to the public.
- **More social activities and networking.** Several volunteers asked for more social activities to get to know fellow volunteers as well as more networking opportunities with the Commission staff that worked at the pavilion.
- **Improving the volunteering certificate.** It did not detail the skills that were learnt and what tasks were carried out. Some volunteers also mentioned how they had not received their certificate a month after they had finished their volunteering experience.

Volunteers played a **double role** in the EU pavilion. They were part of the staff involved in running the visitors' experience, but they were also one of the **key audiences** that this project reached (young people from different European countries). In effect, as reflected in the survey results, volunteers **came from all parts of Europe and worldwide**. Not surprisingly, volunteers were mainly Italian, but there were over 50 other nationalities too (Figure 16). Therefore, beyond considering their views on their work at the pavilion, we also took the opportunity to dig into the effects of the volunteering experience on them.

Figure 16: Top ten nationalities among volunteers

n = 678 (total volunteers = 826)

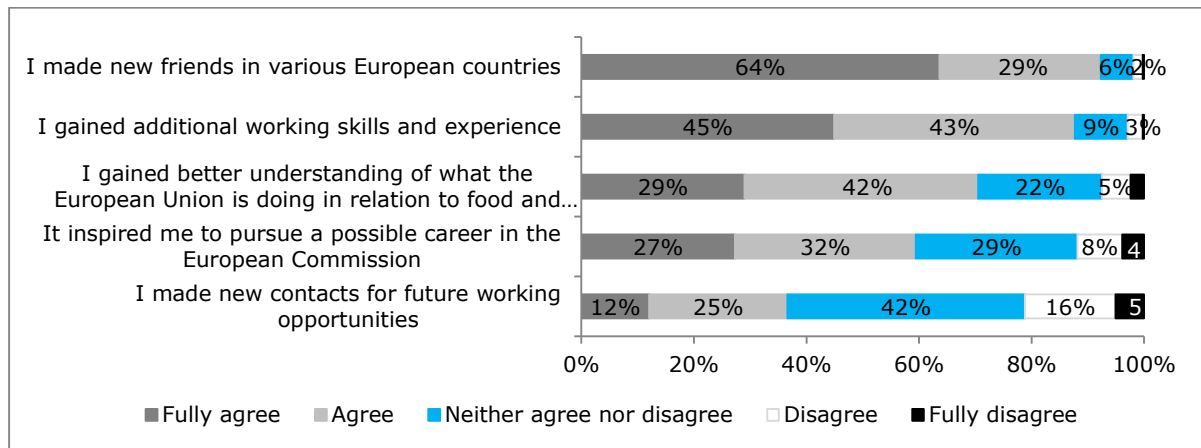
According to the survey results, volunteers were attracted to the programme by the possibility of **'experiencing the Expo'**. Many were also interested in gaining some working experience and meeting people. Some volunteers also mentioned that they were 'passionate about the European project' and highly motivated to work with EU institutions.

In general, volunteers rated the **'intangible benefits'** from the volunteering experience (e.g. opportunity to learn, discover, participate and connect to people) higher than the 'tangible' ones such as the free tablet given to all volunteers or the certificate of volunteering. Many volunteers commented about this, emphasising how the real 'take away' was **working together with young, interesting and enthusiastic people** from the entire world, as illustrated in the quote in the text box.

The voice of volunteers

"I spent 14 days with a nice team of volunteers from all around the world, we worked in team and we learnt a lot about each other in a short time, I did various tasks and I conquered some of my fears during this volunteering. That's why I'm very satisfied about my experience in the EU pavilion"

The volunteering experience appears to have played an important role in **fostering networks and friendships**. As the figure below shows, over 64% of volunteers fully agreed that they had made new friends. It also provided additional working skills and experience for many, and an increased understanding of EU policies on food and sustainability. On the latter, roughly two out of five volunteers had been inspired to research issues that they learnt about the EU at the pavilion. Several spontaneous comments in the survey also referred to this, with volunteers describing how they were now **more interested in EU policies** as a result of their volunteer experience.

Figure 17: What volunteers took away from their Expo experience

Finally, it is important to note that many of the stakeholders interviewed, including members of the ETF and Commission officials highlighted that the volunteer programme was one of the “biggest successes of the EU presence in the Expo”. It allowed the EU to not only have a motivated group of people who could guide visitors throughout the visitor experience, but also conveyed a very positive, fresh and young image of the EU pavilion.

Conclusion

The volunteer programme was highly successful in that it engaged numerous people of one of the key target audiences of the EU presence in the Expo. It proved to be an attractive activity for young people who were motivated to living the ‘Expo experience’. Volunteering at the EU pavilion provided them with opportunities to meet new people, gain working skills and learn something about the EU.

7. COST-EFFECTIVENESS AND ADDED VALUE

Another important aspect in this evaluation is the assessment of the costs, benefits and added value of the project. This is, to what extent the EU presence at Expo Milano produced a good result with the money spent (cost-effectiveness) and added value to Member States' participation.

Ideally, our assessment of **cost-effectiveness** would allow us to hold up its costs against quantifiable benefits relating to higher-level objectives such as improving citizens' attitudes towards the EU, contributing to the global food debate and to EU's growth and jobs. However, such broad impacts would be hard to quantify and attribute to the EU presence at the Expo only. Instead, we examine the initiative's cost drivers, itemise them against evidenced benefits where possible, discuss the value for money of (various aspects of) the project and identify areas for improvement.

As with the case of the organisational aspect of the experience (chapter 6), in order to make some statements on cost-effectiveness, it is important to compare costs and benefits with those of other pavilions, but also with past Expos and other EC communication initiatives. Therefore, this part of the evaluation relies on a comparative exercise that will involve the following steps:

1. Determining the cost of the EU presence at Expo Milano and main cost drivers
2. Establishing what was achieved with the resources invested
3. Comparing with the cost-benefit equation done by others (other pavilions, past Expos and other EC communication activities)
4. Identify lessons learned and areas for improvement in terms of cost-effectiveness

In terms of **EU added value**, this concept is often used when trying to assess whether an intervention is justified according to the principle of subsidiarity. In general, EU added value can be described as the benefits over and above those that could be created by the Member States or other actors on their own. The nature of EU added value differs according to the intervention in question. In the case of the EU presence at Expo Milano, we defined EU added value as relating to: (1) complementarity of the EU pavilion with Member States pavilions; (2) reduction of costs and burdens for Member States; (3) networks fostered with Member States, Expo organisers and/or other relevant stakeholders; and (4) contribution to the Expo legacy.

With a view to assessing whether and to what extent these effects have been realised, we interviewed various stakeholders (senior officials of Member States' pavilions, Expo organisers, EU institutions officials, and other) and collected their views on the following issues:

- How they/the Expo benefited from the EU presence
- What was achieved by the EU which could not have been achieved by Member States alone
- What efficiency and/or synergy effects were generated by EU presence

Therefore, after talking about cost-effectiveness, we will explore the EU's role as catalyst of benefits for others and of the Expo as a whole.

7.1.Costs, benefits and added value

EQ 14: To what extent was the relation between the costs, benefits and the added value of the EU pavilion a success if compared to three other Member States pavilions, past Expos and other EC communication initiatives?

EQ15: To what extent were the relations with Member States (present and not present at the Expo) a success?

First, we will address EQ 14, which entails an assessment of overall expenditure (in terms of money and time) and the benefits derived from this participation, for the EU and three other pavilions. As was agreed during the initial stages of this evaluation, this analysis will also include a comparative exercise with past Expos and other EC communication activities.

Following this, we will focus on EQ 15 and examine the relations established with Member States, in particular whether they resulted in EU added value and if there were any actions that could be taken forward in terms of cooperation within similar international/mass events.

7.1.1. Cost-effectiveness of EU pavilion

In terms of cost-effectiveness, we will look at the cost of the project in its entirety and how it is composed. According to the financial information provided by the Commission, the cost of the EU presence at Expo Milano amounted to **€ 15.4 million**, with 20% of this funded with the contribution of various DGs (JRC and DEVCO, SANTE, GROW and AGRI which contributed to the costs of the post-show/content centre). The remaining funding came out of the budget assigned to the Expo. The table below presents distribution among the different activities/elements of the project.

Table 12: Total cost and composition

Item	Cost (in million €)	%
<i>A - Pavilion construction and installation</i>		
Construction & running costs ⁹⁷	2.93	19%
Fitting out & furniture	1.23	8%
<i>B- Visitor experience</i>		
Setting-up of visitor experience (pre-show & show) ⁹⁸	6.42	42%
Setting-up of content centre (post-show) ⁹⁹	0.58	4%
Volunteer programme	0.68	4%
<i>C - Internal and external communication</i>		
Communication events and gadgets	0.17	1%
<i>D - Staff</i>		

⁹⁷ This includes electricity, cleaning, security etc.

⁹⁸ This includes all elements of the visitor experience (pre-show and show) e.g. exhibition, decoration, story and animation, movie, music, operation of visitor experience etc.)

⁹⁹ This was covered with DGs contributions.

Item	Cost (in million €)	%
Staff and mission costs ¹⁰⁰	2.55	16%
<i>E - EU Scientific Programme and other events</i>		
Scientific Steering Committee	0.19	1%
Science events	0.38	2%
ERASMUS / EUCYS event (by DG RTD)	0.07	0%
Art & Science event	0.05	0%
<i>F - Evaluation</i>		
Evaluation of EU participation in World Expo	0.10	1%
<i>G - Other</i>		
Other costs (e.g. office supplies)	0.08	1%
Total	15.43	100%

In the next section, we focus on examining the cost per visitor of the EU presence in World Expo Milano, followed by an examination of factors of project management that had an impact on cost-effectiveness. Then we examine the EU Scientific Programme's value for money, which was an important element of the project especially for achieving policy impact objectives. Lastly, we present a simple comparison exercise between the EU pavilion in Milan and two other Commission communication initiatives aimed at exploring what different results can be achieved with similar budgets.

Cost per visitor

Looking at the major costs of the initiative in relative terms helps us to identify the elements that provided most value for money. Based on the table, it seems that our priority should be to understand whether the investment in setting up the EU pavilion and visitor experience achieved its benefits in a cost effective way. The impacts of such funding are hard to quantify (and difficult to benchmark) in monetary terms; however, the number of people that visited the EU pavilion and went through the visitor experience, provide some evidence for us to examine and hold up against costs.

For this assessment we consider costs related to the setting up and operation of the **visitor experience (ground floor)** only which include the following:

- 50% of pavilion construction and running costs (Item A)
- 50% of pavilion fitting out and furniture (Item A)
- 20% of total staff costs (Item D)

As per information provided by the EU Expo Task Force, the rest of the costs presented in Table 12 correspond to the construction and operation of the first floor and terrace used for events, meetings and social gatherings with VIPs and other high level stakeholders.

¹⁰⁰ This includes salaries and mission costs of members of the ETF, both Commission officials and contract agents (i.e. 12 people in 2014 and 18 in 2015)

Therefore, the total cost of the visitor experience is **€10.44 million (68% of total budget)** and breaks-down as follows:

Item	Cost (in million €)
<i>A - Pavilion construction and installation</i>	
Construction & running costs	1.47
Fitting out & furniture	0.61
<i>B- Visitor experience</i>	
Setting-up of visitor experience (pre-show & show) ¹⁰¹	6.42
Setting-up of content centre (post-show) ¹⁰²	0.58
Volunteer programme	0.68
<i>C - Internal and external communication</i>	
Communication events and gadgets	0.17
<i>D - Staff</i>	
Staff and mission costs	0.51
Total	10.44

Given that a total of 657,150 people visited the EU pavilion, the **cost per visitor was € 15.89**. It is important to note that an additional 256,650 people were reached digitally (via the website and social media profiles); however, these were not taken into account in the calculation in order to be able to compare results with other Member States' pavilions and past Expos (where there are no figures available for people reached digitally).

Therefore, to be able to make some statements in terms of cost per visitor, we looked at what other Expo participants have achieved (Table 13) and found that EU costs per visitor were relatively high. Germany and the EU had a similar cost per visitor, but the EU was higher than France, Spain and the UK. We also looked at past Expos and found that the cost per visitor was slightly lower than that of Hannover 2000, which amounted to € 20 per visitor.¹⁰³

¹⁰¹ This includes all elements of the visitor experience (pre-show and show) e.g. exhibition, decoration, story and animation, movie, music, operation of visitor experience etc.)

¹⁰² This was covered with DGs contributions.

¹⁰³ In Hannover 2000, the EU's costs amounted to €19.8 million and received 0.87 million visitors. There are no figures available for Shanghai 2010. Moreover, given that the EU presence in that Expo was as "annex" of the Belgian pavilion - benefiting from this pavilion's central location and attractive design - the number of visitors attracted (6 million) cannot be entirely attributed to the EU's efforts and resources.

Table 13: Cost per visitor for the EU and four other pavilions

Cases	Budget (in million EUR)	Visitors (in millions)	Cost per visitor (EUR)
EU	10.42	0.66	15.89
Germany	48.0	3.00	16.0
France	20.0	2.30	8.7
Spain	18.0	3.50	5.1
United Kingdom	14.2	3.40	4.2

Source: Monitoring templates developed by the evaluators and completed by senior officials of country pavilions. All data collected from countries is available in Annex 9.

As shown in the table, costs per visitor differed considerably between the different countries, with the German and EU pavilions being the most expensive ones. In the context of the serious competition for visitors, the UK and Spain showed the greatest capacity to attract visitors and maximise value for money. Among the factors that explain their success were the **attractive exterior design and exhibit** of the UK pavilion¹⁰⁴ and the **varied offer of restaurants** in the Spanish pavilion. The restaurant and bar in the UK pavilion was also mentioned as one of the key factors that helped to draw people in.

The most evident explanation for the EU cost per visitor was the number of visitors reached, which was low in comparison to the other countries. It was also slightly lower than in Hannover 2000 and Shanghai 2010 (in Milan, 3 out of 100 visitors went to the EU pavilion, whereas in Hannover this was 4/100 and Shanghai 8/100).¹⁰⁵ This was quite expected though, partly due to the **slow start of the Expo** in terms of visitor numbers (which were relatively low for the first months).

In addition this was also a result of the EU's focus was more on communication, policy and growth and jobs impacts than on visitor numbers. Moreover, the EU had a modest budget which resulted also in a modest and less striking pavilion, at least compared to other more spectacular pavilions in terms of exterior design.

There are some additional factors **which may have affected visitor numbers** and are worth considering as explanations of the cost per visitor achieved, including:

- Exterior design not able to attract enough visitors
- Lack of a bar/shop/restaurant
- Late opening of the pavilion

As regards the pavilion's exterior design, it is important to note that this was delivered by the Expo organisers and was considered to be not sufficiently attractive which led to the ETF taking action in July to improve it (e.g. adding banners promoting the Alex and Sylvia film) which indeed contributed to raising the numbers of visitors. In addition, it would not have been possible to have a bar/shop/restaurant due to the Commission's Administrative and Financial Regulations and Legal Framework, which prevent the Commission from receiving money from private individuals.

¹⁰⁴ As explained in the interviews with senior staff from country pavilions, the concept and architecture of the UK pavilion was a great success, which resulted in the UK receiving the BIE award of 'Best Pavilion Architecture' for pavilions up to 2,000 m² (<http://www.premioarchitetturexpomilano2015.com/docs/29092015ComunicatoStampaPremioArchitetturaExpo.pdf>). It also received the "Best Exhibit" award of the Exhibitor Magazine (<http://www.exhibitoronline.com/news/article.asp?ID=15391>)

¹⁰⁵ Although in Hannover and Milan, the EU reached a similar target capacity (65% and 66% respectively).

In relation to the late opening of the pavilion, this was due to **construction and installation delays** (responsibility of Expo organisers) which resulted in the EU pavilion opening to the public 8 days later than planned (9 May). This led also to many technical difficulties that extended into the operational period, impacting on the continuity of the visitor experience and visitor numbers along the first weeks of operation.¹⁰⁶ Germany's high cost per visitor can be mainly explained by a higher budget (three times higher than that of the EU, Spain and UK).

However, from an outcome perspective, the German pavilion was very successful. In effect, it received a number of awards including the BIE Golden Award for the best thematic implementation of the Expo theme.¹⁰⁷ The German pavilion was also praised for having a **congestion-free visit** and implementing the Expo theme with clear messages as well excellent design and exhibition. It also had an **innovative and interactive board** (SeedBoard) which was a great success among visitors.¹⁰⁸

The German example points to another important aspect of cost-effectiveness: visitor satisfaction and effects of the visit. In effect, the EU cost per visitor is crude in that it does not take into account the nature of the intended visitor experience at the EU pavilion. As discussed in section 3.4, the EU pavilion attempted to and succeeded in providing an **immersive experience**. This engaged visitors for a substantial amount of time and made a sizeable impact on their views of the EU.

In this sense, it is also important to consider that the EU succeeded in reaching the main target groups and, in particular, people with fairly positive and neutral views of the EU, allowing for maximum impact. The visitor experience had a **strong effect among neutrals**, with four out of ten that agreed they had a more positive view of the EU after the visit. If the EU presence in the Expo helped to engage normally 'hard-to-reach individuals' and generate positive feelings of the EU, the large cost per participant could be easily justified. Moreover, other pavilions, particularly those with 'pass through' exhibitions, could not reach individual visitors to the same extent. In other words, while the EU spent more to reach individuals than the UK, France and Spain, it may have reached them to a greater extent and thereby provided similar or even greater value for money.

The EU cost per participant does not distinguish between other reached individuals like **children and young people**. As was claimed in section 3.4, the visitor experience made a relatively large difference on children's information and understanding of the EU. In the case of young people, the survey showed that youngsters (15 to 24 years old) were amongst the age groups which had the most positive view of the EU after the visit. Adding to this was the particularly high level of satisfaction and appreciation of the EU among the volunteers who were involved in the operation of the pavilion, who were all between 18 and 30 years old.

Leading from this, the most obvious way to increase cost-effectiveness would be to **enhance the positive outcomes of the visitor experience**. In section 3.4 we

¹⁰⁶ As explained in the Final Operation Report by Amadeus Holdings AG, the construction delays caused a late initiation of the simulation exercises and testing of technical equipment, which had to take place once the pavilion opened. This meant that the visitor experience was not functioning at its maximum capacity and highest quality until a couple of weeks after the opening.

¹⁰⁷ Germany also received the Exhibitor Magazine award for "Best Pavilion" (<http://www.exhibitoronline.com/news/article.asp?ID=15391>), the Red Dot Award for "Exhibition Design" (<http://red-dot.de/cd/en/online-exhibition/work/?code=15-02783&y=2015>), and three FAMAB Awards (i.e. Best Public Event (gold), Best Thematic Exhibition (bronze), and Best Interactive Installation (SeedBoard) (gold) (<http://famab.de/en/famab-award/famab-award/gewinner-2015>)).

¹⁰⁸ Each visitor was given their own personal "SeedBoard" emulating their own "Field of Ideas". This was tool that actively and playfully involved visitors in initiating and navigating the different exhibits in the pavilion and selecting and storing content. According to the developers of the tool, it contributed to making the pavilion visit a personal adventure, while bringing to life Germany's innovative technology (<http://www.milla.de/en/projects/das-seedboard>).

argued that one of the main areas for improvement was the post-show or content centre. We also identified a number of factors which limited the effect of the content centre on visitors' understanding of EU policies and how the EU realises the goals/values promoted in the pavilion (i.e. cooperation, peace, teamwork, etc.). These included the lengthy explanations and information on the EU that were difficult to 'absorb' in the limited amount of time people spent at the pavilion. Taking steps to ensure a more organic storyline, where all the elements presented can be pulled together easily in a short period of time, whereas additional information is easily accessible to those who want to know more, could plausibly improve cost-effectiveness as much or more than efforts to cut costs. Another suggestion made by visitors, as well as DGs who funded the content centre, was that it would be important to count with the presence of Commission officials or policy experts who could interact with visitors and talk about EU policies with more depth than volunteers.

In addition to this, there is still an opportunity for the Commission to increase the visitor experience's value for money and this would be to **continue disseminating the Alex and Sylvia movie**, which represented a third (est.) of the visitor experience costs (€ 6.1 million – Table 10). According to feedback collected in the visitor survey, children (and schools/teachers) were very much interested in watching the movie again and using it for educational purposes (section 3.4). The Commission could therefore implement some follow-up actions in this respect.

All things considered, the evidence suggests that pavilions had varying levels of cost-effectiveness. Whereas the UK and Spain had lower costs per visitor (high number of visitors, high visitor satisfaction and moderate budget), the EU and Germany compromised a higher amount of resources to be able to attract normally difficult to reach audiences (EU) or to produce high recall and impact on visitors and Expo stakeholders (Germany and EU). Also, it should be mentioned that the EU was particularly effective in engaging children, whereas the UK, France and Germany attracted the average Expo visitors in a greater extent, mainly an Italian middle age audience.

EU Scientific Programme

We will examine now the costs linked to the **EU Scientific Programme** for Expo Milano. These account for **18% of the budget (Table 12)** and include:

- 50% of pavilion construction and running costs (Item A)
- 50% of pavilion fitting out and furniture (Item A)¹⁰⁹
- Expenditures related to the EU Scientific Steering Committee, science events organised by the members of the Committee and the ETF, and other events (Item E)¹¹⁰

¹⁰⁹ There were three rooms, one with a capacity of 90 people and two for 15 people. The pavilion's terrace was also used for hosting social events. The meeting and conference rooms were fully equipped with audio and visual equipment and furniture.

¹¹⁰ One was the European Union Contest for Young Scientists (EUCYS) is a Commission's annual event. The 2015 edition took place in Milan (7-22 September) as it was understood that the Expo offered a platform on which to debate and raise awareness among young people about the issues concerning food security. The Scientific Steering Committee presented the awards at EUCYS 2015 in Milan for projects reflecting the Expo theme "Feeding the Planet, Energy for Life" (<http://europa.eu/expo2015/school-and-youth-projects>). The ERASMUS event consisted of the selection of 10 ambassadors from the Erasmus Student Network in Italy (ESN) who were awarded the chance to tour Europe and present the opportunity to volunteer at the EU pavilion at Expo 2015 in Milan. The Art & Science event was organised by DG JRC together with the Expo

In analysing cost-effectiveness of this element, it is important to consider that the Scientific Programme included a total of 230 events held at the EU pavilion and other sites in Milan (see section 4.2), which **costs were absorbed by organisers** (i.e. Commission DGs, European Parliament, international organisations, Italian institutions, etc.) and negotiated with the contractor in charge of catering and logistics (Pomilio). The meeting/conference rooms were fully utilised due to the overwhelming number of requests for using the pavilion's facilities for events and meetings, resulting in one to five events per day during the last months of the Expo. This is partly explained by the fact that the **EU did not charge for the utilisation of its facilities**. This was highly appreciated by event organisers, but also by Member States and VIPs who were able to organise meetings that would otherwise not be possible in other pavilions or Expo facilities.

Based on the analysis of **policy impact** presented in chapter 4, it is relatively difficult to sustain what some pointed out during the interviews i.e. that the events and scientific work done in the framework of the Expo could have taken place in Brussels anyway and with more or less the same results. Despite that concrete impacts of the EU Scientific Programme on policy developments is not yet evident, there are indications of *potential* impact, especially in relation to the EU's agricultural and research policies. Moreover, most DGs involved in the organisation of events have pointed out to the *uniqueness* of the occasion and the opportunity to reach audiences and address topics that would otherwise not have been possible in Brussels.

When looking at the **small portion of the budget absorbed** by these activities and the overwhelming satisfaction and recognition of stakeholders of the importance of the contributions of the EU Scientific Programme to the Expo, it is possible to say that this element of the project was the one that **provided most value for money**. Moreover, we should cite one of the managers of the project who noted that: *"without our own base, organising events at the Expo would have been horrendously expensive"*. Even though there are no cost estimations of this, it suggests that the cost-effectiveness of the initiative would have decreased if the EU had opted for organising events in Milan in the context of the Expo, but without a physical presence and adequate facilities in the Expo site.

Finally, this aspect of the project also provided **high added value to other EU institutions and Member States**. As evidenced in the interviews, DGs, Member States and VIPs were able to organise meetings that would otherwise not have been possible in other pavilions or Expo facilities.

Project organisation and management

One important cost driver of the EU presence in Milan was the **staff and mission costs**, which accounted for 16.5% of the total Expo budget (Table 12).¹¹¹ It is possible to argue that since it was a relatively small team (12 people in 2014 and 18 in 2015) composed of Commission officials or contract agents who were already working for the Commission, part of this cost would have been incurred even without the Expo.¹¹² However, there is **scope for improving the organisation and staff management**

organisers and consisted of an exhibition, talks and performances showcasing "things" that can be interpreted in different ways relevant to science, ethics and policy. The aim was to stimulate and monitor the resonance between these interpretations (<https://ec.europa.eu/jrc/en/event/exhibition/resonances-science-arts-politics>).

¹¹¹ These cover salaries and mission costs of members of the EU Expo Task Force, as well as mission costs of other Commission officials who had to travel to Milan for tasks/events related to the Expo.

¹¹² Except in cases where contracts were renovated or extended specifically for the Expo (in the case of contract agents only)

aspects and mitigate a number of inefficiencies in order to maximise cost-effectiveness. It is also worth noting that despite the drawbacks that we examine below, the EU Expo Task Force did a very capable and professional job. Their commitment, professionalism, enthusiasm, and flexibility were fundamental factors of the successful delivery of the project.

The areas for improvement related to organisation and management were examined with great depth in chapter 6. In order to avoid repetition, we list here the main areas for improvement:

- **Experience of personnel:** According to feedback collected in this evaluation, prior expertise in the planning, implementation and operation of mass/international events could have helped mitigate the logistical problems such as the severe construction delays that affected much of the Expo. This also points to the importance of not losing the experience and knowledge gained in through the event. It should be noted also that after the experience in Hanover 2000 it had been clear that the selection of staff for organising the Expo presence was of utmost importance, and this included the involvement of professionals/experts in the events field.¹¹³
- **Administrative and financial regulations:** The difficulty of adapting to the set administrative and financial Commission's regulations caused delays in addressing some unexpected situations (e.g. construction delays) and defining a few elements of the initiative (e.g. volunteer programme and possibility of having a shop or bar at the pavilion). In the future, this can be mitigated by allowing specific exceptions (as was done in this occasion), considering more flexible arrangements with contractors, and establishing clear mechanisms for making decisions on expenditures, all within the EC Administrative and Financial Regulations and Legal Framework.

Comparison with other Commission communication initiatives

In terms of cost-effectiveness, it is also useful to compare the EU presence in Milan with other Commission's communication activities. With this objective, we selected two communication initiatives which budgets were similar to the Expo one: the "EU Working For You" pilot corporate campaign implemented between June 2014 and March 2015, and the 2015 European Year of Development (EYD) that took place during 2015.

Table 14: Comparison with other EC communication initiatives

Benchmarks	Expo Milan 2015	"EU Working For You"	2015 EYD
Type of initiative	EU pavilion in 6-months event	Pilot corporate campaign (advertising)	Year-long communication activities
DG in charge	DG JRC	DG COMM	DG DEVCO
Objectives	Awareness and engagement	Awareness and recall	Awareness, information and engagement
Target groups	General public w/focus on families w/children and young people (who normally take the EU 'for granted')	EU citizens aged 25 and older w/neutral opinion of the EU	EU citizens w/focus on young people (15-24 years old)

¹¹³NEI Macro and Sector Policies (2001), Op. Cit.

Benchmarks	Expo Milan 2015	"EU Working For You"	2015 EYD
Activities	Emotional and entertaining experience, visitor and traditional and digital communication	Multi-channel advertising (TV, print and digital) and PR	5 EU and 64 national events, and dissemination of campaign material on traditional and social media
Geographical coverage	1 MS (Italy) + tourists from EU & Third Countries	6 MS	28 MS
Budget (in million EUR)	15.43	13.45	15.00
Audience reached	657,150	115 million ¹¹⁴	35.5m ¹¹⁵
Cost drivers	High construction costs (27% budget)	No construction costs. Most spent on advertising (TV, print and digital)	No construction costs. Half spent in co-financing activities at national level

Sources: Monitoring data collected for the current evaluation; Final Report of the Evaluation of the European Commission Corporate Communication Campaign (2015); and Interim Report of the Evaluation of the European Year for Development 2015 (2015).

It is important to start by saying that the initiatives aimed to achieve different objectives, therefore results will differ and are hard to compare. However, the EU at Expo Milan and the "EU Working For You" campaign shared the idea of focusing on relatively young people and, in the second case, on those with 'neutral' views of the EU. The EU's communication approach in Milan was also based on the idea that the youngest citizens are more likely to take the EU 'for granted' and have a more neutral view of the EU. With this aim, both initiatives chose to present citizens a less 'distant' and institutional image of the EU and to demonstrate in which ways EU impacts ordinary citizens' lives.

With quite similar budgets, the corporate campaign had a considerably **higher reach and broader geographical coverage** than the EU in Expo Milan (i.e. 115 million citizens reached out in six Member States out of a total target universe of 131 million aged 15-70 vs. 0.66 million visitors to the EU pavilion, mainly Italians). This is due to the fact that the campaign was based on multi-channel advertising in six Member States with a larger total audience than that of Expo Milan (21.5 million people). Also, as the Expo visitor figures showed, Expo Milan was mainly an "Italian affair".

Establishing which initiative was more cost-effective in achieving its objectives is beyond the scope of this evaluation. However we can still examine the qualitative impacts achieved and make some general statements. Our evaluation found that the visit to the EU pavilion had a strong effect among neutrals (i.e. four out of ten neutrals agreed that they had a more positive view of the EU after the visit). In the case of the campaign, citizens with a neutral opinion of the EU proved more difficult to reach and recall the campaign. Having a physical presence at a mass event such as an International/Universal Expo gave the EU the opportunity to **impact on a "captive audience"**, who was more likely to notice the pavilion than for example, an ad on TV. However, an advertising campaign such as the "EU Working For You" allowed the EU to reach a much larger (and broader) audience during a longer period of time, increasing the likeness of recall and mid/long-term impact.

In relation to the 2015 EYD, it is important to mention that the objectives of the two initiatives were different. The visitor experience at the Expo was aimed mainly at

¹¹⁴ The campaign's contractor (HAVAS) calculated total reach taking into account de-duplication figures i.e. people viewing the advert via different mediums.

¹¹⁵ Data provided by DG COMM in May 2016, based on information provided by DG DEVCO.

citizens, while the 2015 EYD was focused on engaging Member States and national civil society organisations. It also reached large numbers of citizens, indeed far more than the EU pavilion (35 million versus 657,000). But the evaluation found that a one-off, single location event can (if designed and implemented well) make a real impact on those individuals who were reached, in terms of awareness and views of the EU and its policies. It is likely that much of the 2015 EYD audience was reached more superficially.

Another interesting point of comparison between 2015 EYD and Expo Milan was the limited **involvement of school-children and students** in the former. As we explained in section 3.1, the EU pavilion received flows of school groups particularly during the last two months of the Expo. This was mainly due to the attractiveness of the visitor experience (in particular, of the story, film and special effects) for children. Although both initiatives aimed to engage children/young people, the idea of having an entertaining pavilion with an animated and emotional story proved to be more successful than the approach of engaging schools in events organised by civil society organisations.

Finally, whereas the “EU Working For You” campaign and the EU pavilion in Expo Milan provided an opportunity for the Commission to **communicate to the general public as one, using the “EU” term**, the European dimension of the EYD initiative was a bit lost vis-à-vis the promotion of national development cooperation by the national players involved. The first approach appears to have had stronger impacts on ordinary citizens’ views of the EU and have triggered an interest on knowing more about what the EU does for them.

Conclusion

While comparisons between the cost-effectiveness of various pavilions at the Expo were not possible, costs per participant varied considerably between them. The EU reached the targeted audiences relatively expensively, but its presence had strong effects on hard to reach individuals and strategic audiences who received a positive impression of the EU. This was partly due to the opportunity that a presence in an Expo provides, which is to engage visitors (face-to-face and not virtually) in an immersive experience.

The audience size that can be reached is lower than in an advertising campaign on TV or multiple events taking place in 28 Member States, but it is still possible to have an impact on citizens’ views of the EU and thereby leave a legacy.. In addition to the effects on ordinary people, the EU engaged numerous experts and international stakeholders in discussions about the Expo theme which could potentially impact policy developments at great value for money. Nevertheless, there is scope to improve cost-effectiveness by maximising the impact of the visitor experience, re-utilising the communication products that have been developed (i.e. “The Golden Ear” film) and focusing on enhancing project organisation and management.

7.1.2. EU added value

The EU participation in World Expo Milano cannot be assessed separately from the Member States’ presence, in particular whether the EU created synergies and added value to their participation. In this sense, the EU pavilion was thought as complementary to the national pavilions, offering a coherent image of the European Union and emphasising the value of collaboration among the different member countries and cultures. To realise this, early in the preparation phase, the ETF put in place a coordination process aimed at encouraging collaboration and links between the

EU and Member States on several aspects, including communication, public diplomacy, B2B meetings, VIP visits, and the evaluation process.¹¹⁶ In the ensuing sections, we examine the results of this cooperation.

Communication

From a communication perspective, the main added value of the EU presence in World Expo Milano was taking the opportunity to **communicate to young people and families with children about Europe**. The EU pavilion was then intended to provide visitors with a coherent image of the EU by bringing all countries together. Drawing from this, the story of Alex and Sylvia presented in the EU pavilion featured a competition for the best bread where wheat was presented as the grain as a unifying theme. Whereas each European country has its own bread specialty, the presence of bread at the centre of the table, is something that Europeans all share.¹¹⁷

This was complemented by other actions aimed at linking the EU's pavilion narrative with Member States. For example, Member States were invited to participate in the "recipe card and landmarks initiative" in which visitors could take away national bread recipes available at their pavilions. They could also take 'The Golden Ear' poster with corresponding national landmarks in the background. Furthermore, a collection of digital pictures of historic bread-related paintings and bakery photos from each Member State were collected and incorporated into the EU pavilion's visitor experience.

However, the two surveys of visitors conducted, as well as our observations of the EU pavilion, uncovered that more complex messages and symbols about the EU were harder to get across. The importance of bread as the main unifying concept was not sufficiently taken up by visitors mainly due to the weaknesses identified in the design of the visitor experience that were mentioned in section 3.4.

This points to the need of finding additional ways of strengthening the message of what the EU is and how it is linked to the Member States that are also present in the Expo. Some interviewees mentioned, for example, having the EU and Member States pavilions on the same location in the Expo site (cluster of EU countries), organising highly visible events, as well as adding/strengthening communication elements in Member States pavilions that talk of the EU.

Another element where the EU added value to Member States' presence was **social media communication**. The ETF communication team encouraged cross-promotion of EU and Member States pavilions on social media during the Expo and established a network of Member States community managers to facilitate collaboration and coordinate actions, such as joint promotion of national days. In addition, "The EU at Expo meets Member States" was a very successful initiative of the EU which consisted of visiting the different Member States' pavilions and sponsoring these in the EU's social media profiles.

¹¹⁶ (Draft) communication on the evaluation of the EU participation at Expo Milan and EU policy on Future Expos.

¹¹⁷ MCI Group, Client stories: Lead the global response to food security. Available at: http://mci-group.com/~media/Files/Client_Stories/EU_Exhibition_Expo_Milano_2015_CS.ashx

Public diplomacy

The efforts of the EU Expo Task Force to connect and organise meetings between representatives from EU institutions, Member States and other participating countries helped make the EU pavilion in a **hub of public diplomacy**. While intrinsically hard to measure, this reportedly conveyed a positive image of the EU, especially among Member States and their key stakeholders.

The ETF protocol function was very active in this sense and coordinated over 150 VIP visits and a large number of meetings of high-level representatives of EU institutions and Member States. For every VIP visit, the protocol function created an agenda in coordination with the VIP's cabinet following the political and professional priorities of the VIP and of the delegation accompanying him/her. Additional agendas of visits to Member States and Third Country's pavilions were also developed, looking to ensure that the VIPs met the highest hierarchy of the pavilion (e.g. Commissioner General, Deputy Commissioner General, Directors, etc.) and governmental authorities (e.g. Ministers, Consuls, Ambassadors, etc.). Conversations, briefings, bilateral meetings, and social gatherings between EU VIPs and Member State/Third Country representatives that would have otherwise been difficult to set-up cost-effectively from Brussels. The intention is that this would have policy impacts over the medium-to-long-term.

Based on initial Expo visits organised by the pavilion's protocol function, we also found evidence of follow-up meetings or visits that took place in Brussels, Member States or Third Countries between high-level representatives of the EU and national institutions. The eight meetings of Member States' pavilions organised prior and during the months of the Expo in Brussels, Varese, Milan and at the EU pavilion also serve as example of the type of outcomes achieved by the protocol function (see below).

Public diplomacy was therefore an important mechanism through which the EU established **productive relationships** with Member States and Third Countries during the months of the Expo, enhancing the visibility of the EU and serving its broader objectives.

Relations with Member States

Another important mechanism of coordination and exchange of information with Member States which provided EU added value were the meetings of EU and Member States pavilions' officials organised by the initiative of the ETF. All Member States present at the Expo attended at least one (and usually several) of these meetings, and attendance rates (compared to registrations) were 100% in each case.

According to evidence collected in this evaluation, the meetings were a **platform to learn from each other experiences in the Expo** and discuss actions for further cooperation. One of the results of these meetings was the willingness of a number of Member States to share monitoring data and results of their participation in the Expo with the EU's evaluators.¹¹⁸ This provides an indication also of the level of trust and cooperation achieved.

¹¹⁸ Coffey participated in two Member States meetings where it presented the objectives of the EU evaluation and shared preliminary findings with the participating countries. Member States provided feedback in relation to the value of the EU presence in individual interviews with the evaluators organised during the final months of the Expo. They also shared their own evaluation results by filling in a template developed by Coffey.

Member States' senior officials who participated in individual interviews with the evaluators talked very positively of the efforts of the ETF to make the **EU pavilion a 'house' or venue** where Member States could meet, exchange information and knowledge and/or hold events. There was agreement too that the communication had evolved from limited interaction prior and early in the Expo to regular contact towards the end. The (free) meeting rooms provided by the EU pavilion were also highly appreciated by Member States. Looking forward, some interviewees also mentioned that the EU and Member States could have a joint volunteer programmes or evaluation. This appeared as especially important for smaller countries with limited resources.

There were also some mentions of how the EU could further enhance added value. Many mentioned that while individual EU countries think of their particular objectives when planning their presence at Expos, the EU is a more global player that can deal with the more political aspects of these international events. The opinion was that the EU can have a stronger impact than individual Member States in **advocating cooperation** for addressing many of the global problems faced today. In line with this, they encouraged the EU to continue building on the path of being a facilitator of consensus and a platform for discussions between the EU and Member States.

B2B meetings

The B2B meetings were another important added value of the EU presence in Milan, especially from the perspective of Member States which were not present at the Expo. As was explained in chapter 5, the EU-Third Country Events that were organised by the Enterprise Europe Network (EEN) and PROMOS (contracted by DG GROW) in the context of the Expo resulted in the participation of over 1,700 representatives (companies and institutions) from 83 different countries, including eight Member States which were not present at the Expo.¹¹⁹ More than 3,400 business-to-business meetings were organised, with nearly four out of ten meetings resulting in trade agreements or on-going negotiations. This was judged as one of the most important B2B initiatives in the Expo which benefited the EU Member States in a way which could not have been possible without the EU presence in Milan. Drawing from this, there is scope for further investigating on the outcomes of these meetings and provide general conclusions of the overall value of the EU presence in Milan from a growth and jobs perspective.

Conclusion

The EU demonstrated the added value of its presence mainly through communication, public diplomacy, cooperation with Member States, and B2B meetings. The successful collaboration scheme established with Member States provided opportunities for organising numerous bilateral meetings in Milan and Brussels, exchanging information and lessons learned on Expo participation, enhancing promotion of EU and Member States pavilions, and participate in B2B meetings. Moreover, the evaluation showed that there is scope for building on the successful relationship established and creating additional value, especially in relation to communicating on Europe with the general public and impacting on global policy developments.

¹¹⁹ Bulgaria, Croatia, Denmark, Finland, Latvia, Luxembourg, Portugal and Sweden

8. CONCLUSIONS AND RECOMMENDATIONS

The following pages bring together the findings of the evaluation on the EU participation in World Expo Milano 2015 to draw conclusions. These start with an overall conclusion and then discuss the key evaluation issues¹²⁰ of relevance, coherence, effectiveness, efficiency and EU added value. Based on the conclusions, we then propose several practicable recommendations to improve Commission initiatives in the future.

8.1. Overall conclusion

The EU presence at Expo Milano 2015 was an initiative that the European Commission can be proud of. It was a risky project as it implied a change in the Commission's traditional communication approach. But it paid-off and was appreciated by the majority of the visitors to the EU pavilion, social media audience, Italian press, as well as members of the European Commission and the European Parliament. The EU was successful in reaching the intended audiences and left them with a positive feeling about the EU. The EU presence at the Expo also contributed to the Expo debate with important policy recommendations for accelerating the efforts to achieve sustainable global food and nutrition security.

By facilitating trade agreements and negotiations between EU and Third Country businesses and providing a hub for public diplomacy, the initiative worked towards economic, trade and other policies. Overall, the Expo was an important forum for responding to global challenges related to food security and sustainability.

But the EU presence in such events can always be improved. There would be ways to decrease costs and enhance benefits, especially by establishing strategic (short, mid and long-term) objectives and an integrated project management structure to steer efforts. Finally, it is important that the learning and experience gained in this occasion is not lost and that it feeds into and informs future decision-making.

8.2. Relevance

Relevance refers to the 'need' for an initiative. The evaluation found that the aims of the EU participation in World Expo Milano, and activities put in place to achieve them were broadly appropriate, especially in relation to the problems it was supposed to address and the needs/interests of the target groups. The conclusions below demonstrate this in more detail. They refer to the extent to which the communication aspects of the project were appropriate for addressing disenchantment with the EU and if the scientific and growth and jobs elements of it were relevant to the Europe 2020 strategy:

- **Putting ordinary citizens in the centre of the communication process proved to be a successful choice.** The EU had a key communication challenge which was to provide a clearer message on how the EU affects the lives of ordinary citizens and thereby increase trust in the EU. In doing this, there was a decision to try a different communication approach, focusing on an emotional, simple, and direct narrative that talked of the EU. The high level of

¹²⁰ Better Regulation Guidelines (2015): http://ec.europa.eu/smart-regulation/guidelines/index_en.htm

satisfaction and appreciation of visitors, especially of families with children, showed that the evolution from an institutional to a citizen-centred communication approach is the right path to follow during the next years.

- **However, the EU could not reach and please everyone.** The vast majority of visitors to the pavilion (and to the Expo as a whole) came from Italy (circa 75% of visitors), making it difficult for the EU to reach people from other Member States and Third Countries. Moreover, most had positive views of the EU and therefore reaching neutrals and visitors with negative views of the EU proved to be more difficult to achieve in this type of events. This was also the case of young people and adults over 45 years old who found the pavilion relatively less interesting than other age groups given the focus on families with children.
- **Participating in Expo Milano provided an opportunity to contribute to the Europe 2020 strategy by engaging high profile experts and stakeholders in fruitful discussions about food and nutrition security.** The EU Scientific Programme complemented well the communication dimension of the EU presence in the Expo by working as a platform for a democratic debate that involved various EU institutions and experts representing a number of sectors. This was also seen as an opportunity for the EU to provide a collective response to a global challenge.
- **The B2B events organised in the framework of the Expo were highly relevant to the Europe 2020 strategy in that they created growth and jobs opportunities.** The events involved institutions and enterprises from EU and Third Countries in discussions that could potentially result in trade agreements between EU and Third Country businesses in the food sector. The relevance of the events was evidenced in the high number of participants achieved and the number of B2B meetings that took place.

8.3.Effectiveness

Here we conclude on the successful achievement of the objectives set for Expo Milano 2015. As the conclusions below demonstrate, the objectives were achieved with varying degrees. All in all, we argue that (i) the EU was highly effective in engaging visitors in an emotional experience that talked about the EU and that generated positive feelings; however, it had a limited impact on visitors' understanding of EU policies (communication objective); (ii) the EU made a meaningful contribution to the global debate on food and nutrition security, although the concrete impacts at policy level are not yet evident (scientific/policy objective); and (iii) the EU succeeded in facilitating discussions related to economic and trade policies in terms of future agreements between EU and Third Country businesses; however there is scope to capitalise more on these results (growth and jobs objective):

Communication impact

- **Diverse profiles of visitors, but in particular parents and children, were overwhelmingly satisfied with their experience at the EU pavilion.** This proved that the strategy of using a creative and immersive film as hook has paid off. The Alex and Sylvia film was everyone's favourite part of that experience and children were one of the most inspired audiences. The visit conveyed 'warm, fuzzy' feelings about EU and left visitors curious to know more. As a first experience of the EU communicating in a more emotional way, it was very positive and was also a learning experience for future communication initiatives.

- **More complex messages and symbols about the EU were nevertheless harder to get across.** Visitors of all ages and countries understood the main messages conveyed at the EU pavilion (i.e. that cooperation between agriculture and science is important for feeding the planet and that Europeans should work together to solve their problems). But the experience did not necessarily provide them with an increased understanding of EU policies and how the EU realises the goals/values promoted during the visit (i.e. cooperation, peace, teamwork, etc.). This was due to some drawbacks identified in the design of the experience, in particular that the information/explanations provided before and after the movie were difficult to 'absorb' in the limited amount of time people spent in the pavilion.
- **The success of the EU presence in World Expo Milano proved the importance of having a prime location in the Expo site and an attractive exterior design.** The EU pavilion's location in front of the Italian pavilion and the Expo Lake Arena, which was a result of the good (and early) cooperation established with the Expo organisers, was key in attracting numerous visitors. The pavilion's terrace made the most of this advantageous location in that it provided a privileged view of the Expo site, as well as a relaxed atmosphere which facilitated conversations and networking of VIPs and event participants. The pavilion's exterior design was delivered by the Expo organisers (Expo S.p.A) and had to be improved by the Commission later as it was considered to be not sufficiently attractive, especially in the context of the fierce competition for visitors with other stunning pavilions.
- **The EU's digital communication was highly effective in reaching Expo visitors and those who could not attend.** Despite the modest budget of the communication function (and in particular for paid advertising), the EU was able to build a digital community of people interested in following / discussing food policy with the EU. Engagement and fellowship on Facebook and Twitter were amongst the highest of all Expo participants, creating a 'buzz' around the EU presence in the Expo. Digital communication also worked as a common platform for EU institutions to communicate with one voice, which was highlighted as a quite unique experience in the Commission's communication tradition.

Scientific/Policy impact

- **Whereas Expo Milano was not a platform for key political decisions, it created a momentum that the EU used for promoting its central role in feeding the planet.** It gathered numerous stakeholders in the pavilion and in various other venues in Milan during six months, who were involved in discussions that could potentially have an impact on EU policy developments, particularly on agriculture and research policy. At global level, the EU issued a powerful recommendation aimed at creating an international forum where to continue discussions. This recommendation has been taken up by central global actors such as the United Nations' Secretary General. All in all, the EU showed that it had an important role to play in discussions on food and nutrition security.
- **The initial heterogeneous opinions within the Commission in relation to the value of Expos as forums for political debate and, therefore, of the role that the EU should play there framed the opportunity to plan concrete follow-up actions on the recommendations of the EU Scientific Programme.** Even though the Expo theme (i.e. Feeding the Planet) is part of a global on-going discussion and that there will be a number of opportunities for the EU to contribute to that debate, the EU will maximise the impact of the

work done so far only if the Commission will make plans for sustained follow-up action.

Growth and jobs impact

- **The EU-Third Country events were highly effective in fostering trade relationships and agreements between EU and Third Country businesses.** According to evidence collected by an external contractor (PROMOS), after the events there were a total of 94 fixed cooperation and 765 on-going negotiations or cooperation being considered between EU and Third Country companies. These results show that the EU presence at Expo Milano was not only an important communication initiative, but also a platform for leveraging partners and a catalyst of economic change.¹²¹ Nevertheless, until now results of the business dimension have been promoted to a limited extent and there is scope for the Commission as a whole (not only DG GROW) to capitalise on what has been achieved.

8.4.Coherence

Here we argue that the EU participation in Milan was well aligned with the Europe 2020 strategy and with the Commission's will to restore faith and trust in the EU.

- **The EU presence in World Expo Milano 2015 was coherent with the EU's overarching policy objectives embodied in the Europe 2020 strategy.** The EU contributed to sustainable development goals (food and nutrition security) through the EU Scientific Programme, which created an opportunity for an open, interactive and forward-looking exchange with experts and relevant stakeholders on (EU and global) food policy. Moreover it enhanced growth and jobs by facilitating discussions on potential trade agreements between EU and Third Country businesses.
- **The EU presence in Milan was also coherent with the Commission's aim of restoring trust and faith in the EU.**¹²² Through the decision of targeting citizens that 'take the EU for granted' (e.g. children and young people) and presenting a less distant and bureaucratic EU through a quite emotional experience, the EU presence in Milan was well articulated with other communication initiatives of the last years (e.g. "EU Working For You" pilot corporate campaign). These have attempted to show how the EU makes a difference to peoples' lives and thereby increase trust in the EU. The EU presence in Milan was also sufficiently distinct from these other initiatives in that it focused very much on children and young people and appealed to feelings and emotions instead of being mainly informative; therefore providing a complementary offering.

¹²¹ Given the timeframe of this evaluation, there is no information available on whether these outcomes are sustainable and will result in effective trade agreements between the companies involved.

¹²² Jean-Claude Juncker, A New Start for Europe: My Agenda for Jobs, Growth, Fairness and Democratic Change, Political Guidelines for the next European Commission, 15 July 2014 [online:] http://ec.europa.eu/about/juncker-commission/docs/pg_en.pdf

8.5. Efficiency

This section considers the value of the results delivered by the EU presence in World Expo Milano in relation to the total costs (i.e. financial, organisational and human resources). Here we argue that the EU managed to reach and make a real impression on the targeted audiences, but had to spend more per person than some other countries.

- **The EU presence in Milan had strong effects on strategic audiences, but with a higher cost per visitor than some other countries.** People with fairly positive or neutral views of the EU, as well as children and young people, were more positive of the EU after their visit. But other countries were able to engage larger flows of visitors and as a result had lower costs per visitor. Cost-effectiveness could therefore be improved by, on the one hand, improving the capacity to attract visitors (e.g. with a more attractive exterior design and a restaurant/shop) and, on the other, enhancing the positive outcomes of the visit (e.g. improving the content centre) and re-utilising the communication products that have been produced (e.g. "The Golden Ear" film).
- **The EU Scientific Programme was the element of the project that provided most value for money.** At a relatively low cost, the EU managed to engage numerous experts and international stakeholders in high quality discussions which could potentially impact policy developments. Moreover, the facilities of the EU pavilion for holding events and meetings ensured also high value for money for event organisers including EU institutions, Member States, VIPs and Italian institutions. Finally, it should be noted that the trade impact of the EU and Third Country events has not been established yet, but it is nevertheless a central factor for examining cost-effectiveness of the EU participation in the Expo.
- **The commitment and flexibility of the EU Expo Task Force, in addition to strong financial processes, ensured the successful delivery of the project, but some aspects could have been accomplished more cost-effectively.** There were a number of operational challenges which could have been mitigated with the presence of more experienced staff and a clearer management structure. This affected the planning and implementation of the initiative and prevented the EU from maximising the impact of its presence.

8.6. EU added value

This is the examination of the benefits derived from the EU presence in World Expo Milano measured against what could have been achieved by Member States on their own. Here we argue that the EU presence in the Expo complemented that of Member States and created important opportunities in terms of communication, public diplomacy, and business-to-business (B2B) affairs. Moreover, the evaluation shows that there is scope for building on the successful relationship established with Member States in this Expo and creating additional value.

- **The EU was the best positioned actor to communicate to the general public about the Europe.** Significant efforts were made in this respect and this was evident in the way the pavilion talked about the EU, focusing on shared values such as peace, solidarity and friendship. Moreover, the story of Alex and Sylvia featured a competition for the best bread where wheat was presented as the grain that bound Europe together. There were additional

actions initiated by the EU Expo Task Force with the aim of linking the EU pavilion's narrative with Member States, for example, the recipe card and landmark initiative¹²³ and the collection of pictures of historic bread-related paintings and bakery photos from each Member State incorporated into the EU pavilion's visitor experience. But the importance of bread as the main unifying concept was not sufficiently taken up by visitors mainly due to the weaknesses identified in the design of the visitor experience that were mentioned in section 1.3 (e.g. loads of information and images to absorb in a limited amount of time)

- **The EU Expo Task Force fulfilled a facilitating role in the relationship between EU institutions, Member States and Third Countries and emerged as a hub for public diplomacy.** The efforts of the EU Expo Task Force to connect and organise meetings between representatives from EU institutions, Member States and other participating countries helped to transform the EU pavilion in a hub of public diplomacy. The proactivity of the EU Expo Task Force in connecting and organising these meetings and visits was a central element of the project. It helped the EU pavilion become a 'house' or common venue where high-level representatives could meet, exchange information and knowledge, and hold events and bilateral meetings. This was key for enhancing the visibility of the EU in the Expo and conveying a positive image of the EU in member countries. It also helped to identify a high level of interest of various stakeholders in working together with the EU.
- **The high level of appreciation of the EU's facilitating role by Member States shows that there is scope to further enhance cooperation.** There was agreement among the Member States consulted that the EU is a global player that has greater capacity than individual Member States to impact on the more political aspects of Expos. Therefore, the EU should continue on the path of being a platform for arriving to consensus and advocating for the development of EU messages in relation to the global problems faced today.
- **The EU presence in World Expo Milano generated opportunities for discussing potential trade agreements with Third Country businesses, also for Member States not present in the Expo.** The eight EU-Third Country Events organised by the Commission counted with the participation of almost 2,000 representatives (companies and institutions) from 83 different countries, including eight Member States which were not present in the Expo (i.e. Bulgaria, Croatia, Denmark, Finland, Latvia, Luxembourg, Portugal and Sweden). More than 4,200 B2B meetings were organised, with nearly two out of ten meetings resulting in trade agreements or on-going negotiations.¹²⁴ This was judged as one of the most important B2B initiatives in the Expo which benefited the EU Member States in a way which could not have been possible without the EU presence in Milan.

8.7.Recommendations

The decision to participate in future International and Universal Expos (or any other mass/international events) is a political one and therefore beyond the scope of this evaluation. However, the evaluation gathered substantial evidence about how

¹²³ Visitors could take away national bread recipes from the different Member States pavilions and 'The Golden Ear' poster with corresponding national landmarks in the background.

¹²⁴ In the case of B2B meetings organised by the external contractor (PROMOS), five out of ten meetings resulted in positive outcomes.

participation in such events could be improved. The following recommendations present this, with a view to informing future decision-making and improving performance, especially with regard to communication initiatives where the EU may have a physical presence and may intend to reach either ordinary citizens or stakeholders:

- **Keep track of upcoming mass / international events and systematically assess the pros and cons of participating:** International / mass events such as World Expos are unique occasions for communicating with the general public. As these take place periodically and the location and content of the events are defined in advance by the organisers, it would be possible for the Commission to develop procedures for a regular review of the calendar of upcoming events (e.g. every two years) and to decide whether it would be advantageous to have an EU presence. This should take into account that not participating also implies certain costs (e.g. from a reputational perspective). An early decision about the events in which the EU will participate (which is recommended to be of at least 3 years before the event takes place) will ensure that preparations start on time and make it easier to formulate and execute a strategy to maximise impact. Later operational, financial and administrative choices could then be made on these important initial principles.
- **For any events where the EU decides to participate, it should consider the factors listed below and, in particular, that political commitment at the highest level proves to be a necessary condition for ensuring that the EU takes full advantage of its participation and that there is follow-up action to take forward the event's results.**
 - **Goals and objectives:** these should be defined clearly and early and understood by all the actors involved. This should facilitate the design and implementation of the project, and help agree on clear and measurable objectives, target audiences, messages and activities.
 - **Coherence:** there should be plausible links between EU participation in any specific event and other relevant policies/initiatives (at global or EU level). This will allow the EU to identify potential partners, ensure their buy-in and thereby maximise leverage and impacts.
 - **Adaptability:** given the uniqueness of each individual event and frequency with which conditions change, on-going reflection and flexibility in terms of approaches, planning and delivery should help ensure success despite unforeseen developments (e.g. changes in political priorities, swings in visitors/participants, difficulties with contractors, etc.).
- **The EU should focus on all areas where it can add value.** It is important that the EU does not focus only on the communication dimension of participating in events, but also on political and economic aspects. Whereas the communication effects of the EU participation in events are more evident and can be easily assessed in terms of visitor/participant numbers and level of appreciation of the initiative, the evaluation showed that there are powerful complementary actions that the EU can undertake in order to maximise the benefits of participation. The EU's contribution to the scientific/policy debate around the Expo theme and the creation of opportunities for contributing to growth and jobs made the EU participation in Milan worth more than expected. This also talks of the areas in which the EU can add more value vis-à-vis the presence of Member States.
- **Build on the approach of talking to ordinary citizens.** The evaluation found that implementing a new way of communicating with citizens – one that

intends to generate feelings or emotions towards the EU – has paid off. It is important to note too that even though this creative communication approach allowed the Commission to go beyond the institutional communication style, it felt a bit short in being informative and explanatory of what the EU does and means for its citizens. We recommend that the Commission adopts a more concrete and focused approach taking into account the insights generated in this evaluation:

- People wanted to know more about EU policies and how exactly these affect their everyday life
 - People did not have enough time to read or interact with touch-screens and panels
 - Children were the most interested in listening stories of the EU and were the ones that knew less about it
 - People appreciated when there was a person available for answering their questions and providing additional information
 - In calling people's attention, design and location are important aspects
- **Young people can be continued to be involved as volunteers, ambassadors or multipliers of the EU's messages**, especially among their peers; however, they should not be entitled with the responsibility of talking about EU policies with citizens. This should be the role of Commission officials and/or policy experts present on-site. This recommendation is particularly important in view of the results of the visitor surveys which pointed to the desire and interest of people of getting more information about the EU and its policies.
- **Show a unified EU to give more force to the message.** Seek this by enhancing inter-institutional collaboration, pooling of resources and expertise. This implies avoiding the inertia of having the Commission (and its DGs) working separately from other EU institutions. Synergies with DGs and the European Parliament proved to be very beneficial in this occasion, especially in terms of attracting high level experts and stakeholders to participate in events, ensuring a high number of VIP visits, and communicating unified messages on the theme of the Expo on social media. In achieving this, it is important that the various EU institutions are engaged early in the planning phase and that there is a mechanism for fostering the collaboration (e.g. the Inter-service Working Group). In the case of the Parliament, it was beneficial to include a representative in the EU Expo Task Force, facilitating participation and contribution to the decision-making process, as well as sense of ownership of the initiative. Also, it is possible to reinforce the "unified EU" visual identity with a stronger use of EU visuals/logos rather than the Commission's.
- **In line with the above, the EU should continue pursuing a coherent and coordinated presence with Member States.** This evaluation showed that there is interest in having a closer collaboration between the EU and Member States. Interviews with Member States' pavilions senior officials showed that there is good will for coordinating specific actions (e.g. scientific/policy events and discussions and joint cultural activities) and looking for efficiency gains in sharing/pooling resources.
- **Promote the EU presence beyond the site/venue of the event in order to enhance communication impact and a high flow of visitors and stakeholders.** The EU presence in Milan (as well as of other countries such as the United Kingdom) was not extensively promoted outside of Milan/Italy.

Using traditional communication material (banners in buses, airports etc.), social media, ambassadors and public relations can help to maximise impact beyond the frontiers of the hosting country and increase visitor/participant numbers. Also related to this is the dissemination of information on the results of the event, particularly in the case of policy follow-ups and/or economic/trade gains, which would provide additional visibility to the EU and the benefits of participation. Moreover, it is important that stakeholders involved in the initiative know about post-event actions.

- **In terms of project management, the evaluation pointed to the following needs:**
 - **Consider centralising the organisation of EU presence at events, but giving the relevant DG(s) a central role.** This would allow that the experience and learning gained remains in the organisation, which would result in a more efficient use of resources. In events happening outside Brussels, it is also important to involve the relevant Commission Delegation or Representation (and possibly European Parliament Information Office), as well as the European External Action Service (EEAS), in order to gain access to the local press and stakeholders and maximise visibility in the country.
 - **For each event, set up a task force that involves all relevant actors and an integrated management approach.** The task force should include people from the relevant DGs, as well as people with experience in similar events. There should also be a clear definition of roles and responsibilities and a decision making structure and process. Functions that are central to be defined early in the preparation phase and that are filled in by highly experienced people are the events operations and logistic managers. These should participate in definitions of design, resources and budget.
 - **Consider the use of open calls for tender for engaging contractors.** If the time allows, this would provide more options for selecting and negotiating with contractors than using existing framework contracts. Also, it would be advisable to allow a more flexible management of resources and create contingency budgets. If feasible and appropriate to a specific event, setting up a bar or shop can help to partly fund the EU presence and/or raise money for charity. Moreover, bars/shops can be part of the communication aspect too (e.g. a bar with EU certified food can help to promote the value of EU certification).
 - **Repeat the approach of involving evaluators early in the implementation phase and of strong cooperation with the evaluation team.** These were key success factors in the current evaluation, which resulted in potentially useful findings, conclusions and recommendations. From the methodological side, the evaluation would have benefited from clearer indications of the paths to achieve communication, political and growth and jobs impact. In this sense, we would recommend the Commission to develop intervention logic diagrams that can then be tested during the evaluation.
- **In terms of assessing the EU participation in World Expos or other similar events, we would recommend the European Commission to develop an evaluation framework to track performance and draw comparisons across Expos/events.** There is scope for improving the measurement of EU's performance at Expos in order to increase comparability of results. The lack of such framework has made it difficult to gauge the

performance of the EU at Milan in view of what was achieved in past Expos and how it could be improved. Below we suggest some measures for achieving this:

- **Put a system in place to support the generation, storing and sharing of (anonymised) data sets:** Raw data coming from surveys/interviews of visitors should be integrated into a large data set that could be made accessible to evaluators to draw comparisons between present and past evaluations. This would help with the problem of comparison between evaluations since often evaluators only have access to the evaluation report, and not the data used for figures. In addition, this could also serve as a benchmarking database for Commission communication activities.
- **Use the limited number of variables that were defined in the Terms of Reference of this evaluation to measure the success of future events, independently of additional variables that could be proposed in view of the specific objectives of each event:** Variables that would be interesting to measure across time (and countries where Expos/events take place) are: audience reached (including visitors to the pavilion and people reached via other means such as social media or traditional media), visitor/audience profile (e.g. age, gender, country of residence, occupation, level of education, views on the EU), overall level of satisfaction with the pavilion, awareness of messages, likelihood of recommending the pavilion to others (net promoter score), and views on the EU prior and after the visit.
- **Develop guidelines that specify parameters regarding the definition of variables/concepts (e.g. visitor satisfaction, audience reached) and methods for collecting data (e.g. on-the-spot/online surveys, interviews, etc.)** to allow for consistency and comparison across time and with other Commission communication initiatives.

Evaluation of the EU Participation in World Expo Milano 2015

Annexes to the
Final Report



Evaluation of the EU Participation in World Expo Milano 2015

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1. MONITORING DATA

What follows is a list of the monitoring data used for the evaluation of the EU presence in World Expo Milano 2015. This was provided by different members of the EU Expo Task Force (ETF), external contractors and Expo organisers throughout the evaluation.

Data	Who provided it
Count of visitors	ETF
Visitors like/not like (from screen at exit)	ETF
Expo visitor numbers	Expo S.p.A.
Nr and profile of VIP visits	ETF, Protocol
Nr of VIP bilateral meetings	ETF, Protocol
VIP comments in guestbook	ETF, Protocol
Expo prizes and awards	Expo S.p.A.
Nr of visitors to Sylvia's Lab	DG JRC Visitors' Centre
Feedback from participants to Sylvia's Lab	DG JRC Visitors' Centre
Media coverage on Europe Day	ETF, Communication
Traditional media and social media performance	ETF, Communication
Monitoring data on personnel planning	Amadeus Holdings AG (contractor)
Monitoring data on technical functioning	Amadeus Holdings AG (contractor)
Statistics on volunteers	ETF, Volunteer coordinator & Ciessevi (contractor)
Feedback from volunteers	ETF, Volunteer coordinator & Ciessevi (contractor)
Nr of MS participating at the recipe card and landmarks initiative	ETF
Financial information (costs)	DG JRC, Finance and Procurement
Calendar of events	ETF, Events
Nr of online public consultation participants	ETF
Monitoring data on B2B meetings	EEN & PROMOS (contractor)
Statistics of other Member States pavilions	Senior officials of France, Germany, Netherlands, Spain, and UK
Evaluation reports of past Expos (Hannover 2000 and Shanghai 2010)	ETF
Evaluation report of 2015 European Year for Development	Deloitte
Evaluation report of "EU Working For You" corporate pilot campaign	Coffey

2. SURVEY OF VISITORS

The tables below presents the results of the different questions included in the survey of visitors.

Q: Please select the language in which you will conduct the survey

Survey language	Freq.	Per cent
Italian	2,619	82.1
English	571	17.9
Total	3,190	100

Q: With whom are you visiting the Expo?

Visiting with	Freq.	Per cent
Friends	550	16.99
Partner	401	12.39
Relatives (no children)	393	12.14
Family (with children)	1,199	37.04
Alone	275	8.5
Colleagues	77	2.38
A tour operator	35	1.08
School/university group	241	7.45
Other	66	2.04
Total	3237	100

Q: Which country do you currently live in?

Country or residence	Freq.	Per cent
ABW	1	0.03
AGO	2	0.06
ALA	4	0.12
ALB	10	0.29
AND	2	0.06
ARE	1	0.03
ARG	1	0.03
ASM	2	0.06
AUS	1	0.03
AUT	19	0.56
BEL	51	1.5
BGR	2	0.06
BLR	1	0.03
BRA	1	0.03
CAN	4	0.12
CHE	63	1.86
CHN	29	0.85
COL	2	0.06
CZE	6	0.18
DEU	60	1.77
DNK	7	0.21
DZA	2	0.06
ECU	4	0.12
ESP	23	0.68
EST	2	0.06
ETH	1	0.03
EUR	100	2.95

Country or residence	Freq.	Per cent
FIN	9	0.27
FRA	147	4.33
GBR	25	0.74
GGY	1	0.03
GHA	2	0.06
GRC	3	0.09
HKG	1	0.03
HRV	4	0.12
HUN	4	0.12
IND	5	0.15
IOT	1	0.03
IRL	8	0.24
IRN	1	0.03
ISR	5	0.15
ITA	2,674	78.79
JPN	5	0.15
KEN	1	0.03
KOR	2	0.06
LBN	1	0.03
LTU	1	0.03
LUX	2	0.06
LVA	1	0.03
MCO	2	0.06
MEX	3	0.09
MKD	1	0.03
MLT	1	0.03
MMR	1	0.03
MNE	1	0.03
MYS	1	0.03
NGA	1	0.03
NLD	16	0.47
NOR	1	0.03
NTA	1	0.03
PAK	1	0.03
PER	1	0.03
POL	8	0.24
PRT	3	0.09
QAT	1	0.03
ROU	12	0.35
SMR	1	0.03
SRB	1	0.03
SVK	5	0.15
SVN	1	0.03
SWE	2	0.06
SWZ	3	0.09
THA	2	0.06
TUN	1	0.03
TUR	1	0.03
TWN	4	0.12
UGA	1	0.03
USA	12	0.35
VCT	1	0.03
Total	3,394	100

Q: What is your gender?

Gender	Freq.	Per cent
Female	1,877	55.52
Male	1,504	44.48
Total	3,381	100

Q: How old are you?

Age group	Freq.	Per cent
15-24	664	25.56
25-39	620	23.86
40-54	831	31.99
55-64	278	10.7
65-100	205	7.89
Total	2,598	100

Q: What is your occupation?

Occupation	Freq.	Per cent
Student / pupil	681	25.68
White collar / office professional	638	24.06
Manual worker	138	5.2
Civil servant	300	11.31
Self-employed	324	12.22
EXPO staff	79	2.98
Unemployed	78	2.94
Retired	238	8.97
Other	176	6.64
Total	2,652	100

Q: What is your highest level of education?

Education	Freq.	Per cent
Primary school	235	9.42
Secondary school/High school	995	39.86
University - bachelor	835	33.45
University - master	366	14.66
Postgraduate (PhD or higher)	65	2.6
Total	2,496	100

Q: In general, do you have a very positive, fairly positive, neutral, fairly negative or very negative view of the European Union?

EU Opinion	Freq.	Per cent
Very positive	961	36.26
Fairly Positive	1,279	48.26
Neutral	298	11.25
Fairly Negative	93	3.51
Very Negative	19	0.72
Total	2,650	100

Q: Did you plan to visit this pavilion before arriving to the EXPO?

Visit planned	Freq.	Per cent
Yes	774	31.57
No	1,678	68.43
Total	2,452	100

Q: Why did you plan to visit the European Union pavilion?

Reason	Freq.	Per cent
For pleasure	426	55.04
For professional reasons	101	13.05
For educational reasons	169	21.83
Other	78	10.08
Total	774	100

Q: How did you first learn about the European Union pavilion?

How did you hear	Freq.	Per cent
Recommended by someone	300	38.76
Through school / university	65	8.4
I was invited to come	61	7.88
Saw it in the media	282	36.43
Other	66	8.53
Total	774	100

Q: In what media did you hear about the European Union pavilion?

Media channel	Freq.	Per cent
TV	44	14.89
Radio	5	1.42
Expo Milano website	130	44.68
European Union pavilion website	21	7.45
Newspaper	46	15.25
Facebook	23	6.03
Twitter	2	0.71
Instagram	1	0.35
Other	26	9.22
Total	298	100

Q: If you didn't plan to visit the European Union pavilion, why did you end up coming?

Reason (unplanned)	Freq.	Per cent
By chance	450	26.82
There was no queue	198	11.8
It looked attractive	439	26.16
Parents/Teachers brought me	24	1.43
A European pavilion volunteer convinced me	382	22.77
Someone recommended it	130	7.75
Other	55	3.28
Total	1,678	100

Q: Could you tell me what messages you take from your visit?

Messages	Freq.	Per cent
Europeans should work together to solve their problems	1167	30.12
Cooperation between agriculture and science is important for feeding the planet	1415	36.52
Bread is a symbol of peace, solidarity and friendship between Europeans	516	13.32
The European Union has a key role in feeding the planet	316	8.15
The European Union works in many ways to solve food and environmental problems	406	10.48
I am not sure what the main messages were	36	0.93
Other	19	0.49
Total	3875	100

Q: Is the pavilion and its messages aimed at people your age?

Age target	Freq.	Per cent
Yes, it's for people my age	392	16.18
No, it's for people younger than me	537	22.17
No, it's for people older than me	20	0.83
It's for people of all ages	1,473	60.82
Total	2,422	100

Q: Now, using a scale of 1 to 5, 5 being fully agree and 1 being fully disagree, please indicate to what extent you agree with the following statements:
...The story about Alex's and Sylvia's families shown in the queue was interesting

Interesting story	Freq.	Per cent
Fully Disagree	32	1.35
Disagree	56	2.36
Neither agree nor disagree	282	11.90
Agree	975	41.16
Fully Agree	1,024	43.22
Total	2,369	100

Q: ...The film telling the story of Alex and Sylvia was entertaining

Entertaining film	Freq.	Per cent
Fully Agree	1,409	59
Agree	798	33
Neither agree nor disagree	150	6.23
Disagree	40	1.66
Fully Disagree	10	0.42
Total	2,407	100

Q: ...I felt Alex and Sylvia were people like you and me

Identify with characters	Freq.	Per cent
Fully Agree	640	26.59
Agree	924	38.39
Neither agree nor disagree	517	21.48
Disagree	232	9.64
Fully Disagree	94	3.91
Total	2,407	100

Q: ...The animation and special effects made the story more exciting

Exciting animation	Freq.	Per cent
Fully Agree	1,723	71.58
Agree	577	23.97
Neither agree nor disagree	88	3.66
Disagree	15	0.62
Fully Disagree	4	0.17
Total	2,407	100

Q: ...The story books (touchscreens) provided interesting information about the European Union

Story books	Freq.	Per cent
Fully Agree	944	39.22
Agree	995	41.34
Neither agree nor disagree	328	13.63
Disagree	50	2.08
Fully Disagree	12	0.5
Total	2,329	100

Q: ...The duration of the visit was satisfactory

Duration	Freq.	Per cent
Fully Agree	1,435	59.62
Agree	855	35.52
Neither agree nor disagree	87	3.61
Disagree	24	1
Fully Disagree	6	0.25
Total	2,407	100

Q: ...The pavilion was comfortable and not too crowded

Enough space	Freq.	Per cent
Fully Agree	1,630	67.72
Agree	666	27.67
Neither agree nor disagree	82	3.41
Disagree	26	1.08
Fully Disagree	3	0.12
Total	2,407	100

Q: ...The pavilion is good promotion for the European Union

Promotion EU	Freq.	Per cent
Fully Agree	1,220	50.69
Agree	861	35.77
Neither agree nor disagree	228	9.47
Disagree	76	3.16
Fully Disagree	22	0.91
Total	2,407	100

Q: If you had to select one word to describe your overall experience in the European Union pavilion, which of these would it be?

One word experience	Freq.	Per cent
Interesting	791	32.86
Entertaining	620	25.76
Surprising	376	15.62
Emotional	301	12.51
Informative	291	12.09
Other	28	1.16
Total	2,407	100

**Q: Please indicate to what extent you agree with the following statements:
Now I have a more positive view of the European Union**

More positive view	Freq.	Per cent
Fully Agree	535	23.05
Agree	882	38.00
Neither agree nor disagree	727	31.32
Disagree	119	5.13
Fully Disagree	58	2.5
Total	2,321	100

Q: Now I know better what the European Union is doing in relation to food and sustainability

Know better	Freq.	Per cent
Fully Agree	488	21.03
Agree	1,057	45.54
Neither agree nor disagree	556	23.96
Disagree	168	7.24
Fully Disagree	52	2.24
Total	2,321	100

Q: Now I feel I would like to learn more about European Union policies in relation to food and sustainability

Want to learn more	Freq.	Per cent
Fully Agree	675	29.08
Agree	1,069	46.06
Neither agree nor disagree	441	19
Disagree	99	4.27
Fully Disagree	37	1.59
Total	2,321	100

Q: Now I understand better what the European Union is

Better understanding	Freq.	Per cent
Fully Agree	436	18.79
Agree	899	38.73
Neither agree nor disagree	720	31.02
Disagree	185	7.97
Fully Disagree	81	3.49
Total	2,321	100

Q: Using a scale from 0 to 10, 10 being extremely likely and 0 not at all likely, and please tell me how likely you are to recommend your friends or family to visit this pavilion?

Visitor NPS	Freq.	Per cent
10	992	42.76
9	385	16.59
8	552	23.79
7	233	10.04
6	68	2.93
5	43	1.85
4	16	0.69
3	13	0.56
2	4	0.17
1	4	0.17
0	10	0.43
Total	2,320	100

Promoters	59.35
Passives	33.83
Detractors	6.80
NPS score	52.55

Q: Have you visited other pavilions in the EXPO already?

Other pavilions	Freq.	Per cent
Yes, one or two more	418	18.03
Yes, between three and five more	386	16.65
Yes, more than five	1,225	52.82
No, have not visited any other pavilion	290	12.51
Total	2,319	100

Q: From all the pavilions you have visited so far, including the European Union pavilion, which ones did you like most? Please name up to three pavilions.

Best pavilion	Freq.
European Union	238
Italy	198
Kazakhstan	182
Germany	120
Japan	107
Israel	96
France	82
United Arab Emirates	82
Angola	80
Azerbaijan	70
Morocco	68
Brazil	67
Austria	60
China	52
South Korea	52
United Kingdom	46
Poland	45
Qatar	45
Russian Federation	45
Spain	44

Best pavilion	Freq.
Kuwait	43
Switzerland	42
Belgium	41
Colombia	35
Thailand	33
Malaysia	30
Ecuador	28
Children's Park	26
Oman	26
United States of America	26
Rice	24
Nepal	23
Cocoa & Chocolate	21
Argentina	21
Iran, Islamic Republic	20
Pavilion Zero	19
Future Food District	19
Estonia	19
Chile	18
Arts & Foods	16
Slovenia	15
Cereals and Tubers	14
Save The Children	14
Coca Cola	14
Biodiversity Park	13
China Corporate United Pavilion	13
Mexico	13
Agriculture and Nutrition in Arid Zones	12
United Nations	12
Hungary	12
Ireland	12
Vietnam	12
Czech Republic	11
Egypt	11
Slovakia	11
Vatican	10
Vance	9
Turkey	9
Uruguay	9
Fruits & Legumes	8
Bio-Mediterranean	8
Indonesia	8
Lithuania	8
Netherlands	8
Turkmenistan	7
Spices	6
Bahrain	6
Bolivia	6
Action Aid	5
World Expo Museum	5
Tunisia	5
Venezuela	5
New Holland Agriculture	4
Algeria	4
Sudan	4
Coffee	3

Best pavilion	Freq.
Caritas	3
Fondazione Triulza	3
Afghanistan	3
Cambodia	3
Congo	3
Cote D'Ivoire	3
Equatorial Guinea	3
Ethiopia	3
Monaco	3
Serbia	3
Togo	3
Uzbekistan	3
Zambia	3
Andrea Bocelli Foundation	2
Caribbean Community	2
KIP International School	2
Veneranda Fabbrica del Duomo di Milano	2
CIBUSeITALIA	2
Albania	2
Comoros	2
Cuba	2
Democratic Republic of Congo	2
Gambia	2
Ghana	2
Malta	2
Moldova	2
Myanmar	2
Palestine	2
Romania	2
Sierra Leone	2
Vanuatu	2
Yemen	2
Amity University	1
Famiglia Salesiana	1
World Wide Fund for Nature	1
Belarus	1
Benin	1
Burundi	1
Cameroon	1
Dominican Republic	1
El Salvador	1
Guatemala	1
Kenya	1
Lao People's Democratic Republic	1
Lebanon	1
Madagascar	1
Maldives	1
Montenegro	1
Mozambique	1
San Marino	1
Sao Tome and Principe	1
Senegal	1
Sri Lanka	1
Timor-Leste	1
Uganda	1
Tanzania, United Republic	1

Best pavilion	Freq.
Islands, Sea & Food	0
Alliance2015	0
ESO/ONDA	0
Fair Trade International	0
Lions Club International	0
Oxfam	0
WAA-AMIA/CONAF	0
JooMoo	0
Bangladesh	0
Brunei Darussalam	0
Djibouti	0
Eritrea	0
Gabon	0
Greece	0
Guinea	0
Guinea Bissau	0
Haiti	0
Jordan	0
Kyrgyz Republic	0
Mali	0
Mauritania	0
Rwanda	0
Somalia	0
Zimbabwe	0
Total	2736

Q: Do you think the European Union should be present in future World Expos?

EU future expos	Freq.	Per cent
Yes	2,346	98.04
No	47	01.96
Total	2,393	100

Q: Would you be interested in providing your email address?

Contact again	Freq.	Per cent
Yes	1,009	45.02
No	1,232	54.98
Total	2,241	100

3. SURVEY OF CHILDREN

The tables below present the results of the different questions included in the survey of children (8-14 years old).

Q: How old are you?

Age	Freq.	Per cent
8	182	25.03%
9	99	13.62%
10	134	18.43%
11	76	10.45%
12	128	17.61%
13	57	7.84%
14	51	7.02%
Total	727	100

Age group	Freq.	Per cent
13-14	108	14.86
8-12	619	85.14
Total	727	100

Q: What is your gender?

Gender	Freq.	Per cent
Female	401	55.23
Male	325	44.77
Total	726	100

Q: Which country do you currently live in?

European country	Freq.	Per cent
ALB	3	0.42
AND	1	0.14
BEL	1	0.14
BLR	1	0.14
CHE	8	1.12
DEU	4	0.56
FRA	3	0.42
ITA	694	96.93
NLD	1	0.14
Total	716	100

Non-European country	Freq.	Per cent
ALA	3	37.50
ASM	2	25.00
DZA	1	12.50
MEX	1	12.50
TWN	1	12.50
Total	8	100

Q: With whom are you visiting the Expo?

Company of visit	Freq.	Per cent
Friends	25	3.44
Partner	1	0.14
Relatives (no children)	26	3.58
Family (with children)	459	63.22
Alone	0	0.00
Colleagues	3	0.41
A tour operator	0	0.00
School/university group	182	25.07
Other	30	4.13
Total	726	100

Q: What was your favourite thing of the visit?

Children favourite	Freq.	Per cent
The yellow balls outside	15	2.41
The Alex and Sylvia film	525	84.41
The sandwich game (make your own sandwich)	40	6.43
The touchscreens in this area you are now	27	4.34
You don't have a favourite thing	5	0.80
Other	10	1.61
Total	622	100

Q: Thinking of the Alex and Sylvia film you watched a few moments ago, what was that you liked most of it?

Liked most	Freq.	Percent
That it was a love story	80	12.86
That it was funny	26	4.18
The special effects (the rain, the sound and the smell of bread)	352	56.59
The characters, Alex and Sylvia	52	8.36
The dogs, Coco and Alfred	90	14.47
Other	21	3.38
Total	622	100

Q: Would you like to see the Alex and Sylvia film again sometime?

Film again	Freq.	Per cent
Yes	577	92.77
Maybe	24	3.86
No	21	3.38
Total	622	100

Q: Where would you like to see the film again?

Where see again	Freq.	Per cent
At school	139	23.17
On TV	144	24.00
Online (YouTube, Facebook, etc.)	33	5.50
At the cinema	260	43.33
Other	24	4.00
Total	600	100

Q: How would you describe the film to your friends? (Open-ended)

(Note: The comments presented in the table below reflect what volunteers recorded from children's answers. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Describe film (in Italian)
Ragazzi che crescendo si sono sposati
Abbastanza interessante
Alex & Sylvia e come ci si innamora e come si lavora in natura
Alex che è un agricoltore e Sylvia Una scienziata
Alex e Sylvia erano due ragazzi, a Sylvia piace la scienza ed a Alex piace la natura.
Alex e Silvyia, a lei piace la scienza a Lui la sua terra. Si incontrano e la nonna lascia Il panificio a Sylvia che non sa fare Il pane e si fa aiutare da Alex
Allegro
Allegro e interessante
Amichevole
Amore
Amoroso e divertente
Appassionante
Bello
Bel film che spiega Il cambiamento climatico e il pane
Bella storia di amore e insegna che anche se due persone sono di nazioni diverse ci può essere l'amore
Bella trama che spiega due lavori differenti ma che si uniscono
Bellissimo
Bellissimo con tanti effetti speciali e mi ha reso felice
Bellissimo fa imparare tante cose e diverte molto con effetti speciali
Bellissimo soprattutto gli effetti speciali in particolare la pioggia
Bellissimo!
Bellissimo, divertente, creativo
Bellissimo, fantastico. Il messaggio e di amicizia tra i paesi
Bellissimo.
Bellissimo. Che la scienza e l'agricoltura possono stare bene insieme
Bello
Bello
Bello anche se non ha le parole
Bello, bellissimo
Bello che piace.
Bello con tanti effetti
Bello da vedere
Bello e appassionante
Bello e carino
Bello e divertente
Bello con effetti speciali
Bello e fantastico
Bello e interessante
Bello e interessante
Bello e interessante e c'erano degli effetti speciali
Bello e istruttivo
Bello e molto coinvolgente.
Bello e romantico
Bello e significativo
Bello e simpatico
Bello emozionante
Bello interessante e incredibili gli effetti speciali
Bello meraviglioso

Describe film (in Italian)
Bello per effetti speciali
Bello perché fa vedere che anche persone di diversi stati possono avere cose in comune
Bello perché insegna alcune cose dell'UE
Bello, Una istoria di amore e cooperazione
Bello, con tanti effetti speciali
Bello, con tanti effetti speciali
Bello, corto, 5D
Bello, divertente
Bello, divertente
Bello, divertente e istruttivo
Bello, divertente.
Bello, emozionante
Bello, interessante
Bello, interessante e ha una propria morale
Bello, molto divertente e una bella storia d'amore
Bello, ottimi effetti speciali.
Bello, pure tu lo devi vedere
Bello, simpatico, educativo
Bello, troppi effetti speciali
Bello, divertente
Bello.
Bello.
Bello fantastico
Bho
Bello
C'è Una bambina che amava la scienza e un bambino che amava l'agricoltura. Poi quando sono cresciuti si sono sposati
Carino
Carino e da non perdere
Carino e parlava di due innamorati che preparavano assieme il pane
Carino e spiega come si fa il pane e la storia di Alex e Silvia
C'è una storia d'amore tra due ragazzi
Che abbiamo visto un film che parlava di due ragazzini che sono cresciuti uno in una fattoria e l'altra in campagna
Che bello. Che c'è Il temporale e l'alluvione
Che l'unione fa la forza
Che non ha capito la storia
Che parla di una storia d'amore
Che è stato molto bello e molto educativo
Che è bello
Che è divertente
Che è divertente. Mi ha colpito come si sono conosciuti Alex e Sylvia
Che è molto bello e parla di una scienziata e un contadino che si incontrano e diventano tutti e due panettieri
Che è un film che parla dell'Unione europea e dell'unione degli Stati
Ci sono tanti effetti speciali. E bello
Ci sono tanti effetti speciali
Coinvolgente
Collaborando si può avere dei risultati migliori
Collaborazione
Collaborazione
Consiglia per la storia
Consiglierei di vederlo perché fa capire molte cose
Contrasto tra agricoltura e scienza
Cooperazione

Describe film (in Italian)
Curioso
Da uno stimolo per tornare alle origini con la partecipazione della scienza
Da vedere!!
Davvero bello
Delizioso
Descrivere le caratteristiche
Divertente
Divertente
Divertente bello
Divertente con effetti speciali e d'amore
Divertente con gli effetti speciali e dove la scienza si sposa con l'agricoltura.
Divertente è una storia d amore
Divertente è bello
Divertente è bello, interessante
Divertente è carino
Divertente è educativo
Divertente è emozionante
Divertente è impari molte cose
Divertente è molto bello
Divertente è molto coinvolgente
Divertente è molto realistico
Divertente è piacevole
Divertente è romantico
Divertente è simpatico
Divertente ed educativo
Divertente, bello
Divertente, ci sono tanti effetti speciali
Divertente, diverso dagli altri e nuovo.
Divertente, emozionante, romantico
Divertente, insegna a collaborare
Divertente, istruttivo, reale
Divertente, la storia in due sale diverse,
Divertente, simpatico, interessante..
Divertente
Divertentissimo
Dolce
Due bambini che hanno vissuto cose diverse nella loro vita, ma che da grandi si sono incontrati e grazie alle loro conoscenze hanno collaborato e aperto una fattoria e si sono sposati
Due che cercano di salvare il mondo
Due persone: una che studia scienza l'altro agricoltura. La nonna fa Il pane e decide di prendere un periodo di pausa e affida alla nipote di fare il pane ma non è molto brava ed i clienti non sono soddisfatti. Chiede aiuto ad Alex e riescono a fare una buona pagnotta e alla fine si sposano
Due persone con lavori diversi che si incontrano
Educativo
Effetti speciali
Effetti speciali pioggia
Emozionante
Emozionante e significativo, bello
Emozionante, divertente
Era bello e simpatico e ci sono gli effetti speciali
Era divertente, bello e simpatico
Era molto divertente con effetti speciali
Era molto divertente e pieno di effetti speciali
Fa ridere

Describe film (in Italian)
Fantastico
Fantastico una storia divertente
Fantastico eccezionale e divertente
Film bello e divertente e parla dell'UE e la condivisione del pane
Film bello, emozionante che sicuramente gli sarebbe piaciuto.
Film divertente
Film divertente e bello
Forte pioveva e c'era Il vento. In generale bellissimo. Che dovrebbero vederlo anche loro
Fortemente bello
Gli effetti speciali
E' stato bellissimo, tanti personaggi, da vedere
E' stato bello e divertente
E' stato troppo bello, Silvia era scienziata e aiuta il contadino durante l'alluvione e insieme risolvono il problema. E tutto grazie all'idea della nonna
Ho visto persone che si innamorano e poi aprono una panetteria.
Ho visto un film che mi è piaciuto troppo, la storia era divertente
Il pane come simbolo di unione
Il pane è fatto con amore, interessante, con tanti effetti speciali
Informativo
Insegna molte cose
Insegna molto
Interazione tra due mondi differenti
Interessante, piove
Interessante e troppo bello
Interessante
Interessante e istruttivo
Interessante la storia
Interessante, spazia su vari argomenti
Interessante.
Istruttivo
Istruttivo e divertente
L'aiuto reciproco
L'amore e l'aiuto
L'inizio era divertente, poi momenti romantici e sono stati belli gli effetti speciali
L'unione
L'unione ed è un film per ragazzi
L'unione fa la forza
L'unione tra la tradizione e la tecnologia
L'unità dell'Europa
La collaborazione
La cooperazione
La cooperazione tra mondi diversi e il pane unisce tutti
La forza dell'unione
La funzione dell'Unione europea
La pioggia e gli effetti speciali
La storia dei due protagonisti
La storia di un contadino e di una scienziata che alla fine aprono una panetteria insieme.
Lascia un'emozione
Lascia sorpresi
Lavoro di unione
Magnifico
Messaggio di unione
Mi è piaciuto perché spiega come insieme si fa il pane
Mi è piaciuto molto, c'erano molti effetti speciali. Mi è piaciuta la storia d'amore

Describe film (in Italian)
Mi è piaciuto che fanno Il pane
Mi è piaciuto tanto. È stato bello vederlo con i miei compagni
Mi è piaciuto, ci sono tanti effetti speciali
Mi è piaciuto andarlo a vedere
Migliorare il mondo con la collaborazione
Molto belli gli effetti e la storia
Molto bello
Molto bello anche se non c'erano le parole, molto istruttivo ed era fatto bene.
Molto bello con gli effetti speciali ti fa pensare quanto è importante la terra.
Molto bella la storia sentimentale comica, sia per gli effetti speciali sia per Il messaggio
Molto bello e cerca di far capire che due o più culture diverse possono collaborare
Molto bello suggerisco di andarlo a vedere
Molto bello e divertente
Molto bello e divertente, attraente per gli effetti speciali
Molto bello e divertente
Molto bello e parla di Alex e Sylvia
Molto bello e romantico
Molto bello ed educativo
Molto bello ed interessante.
Molto bella la narrazione, i quadri
Molto bello, i personaggi sono generosi
Molto bello, ci sono gli effetti speciali. È divertente
Molto bello, collaborazione fra i due protagonisti rappresentava l'Unione europea
Molto bello, divertente
Molto bello, educativo e interessante
Molto bello, inaspettato
Molto bello, interessante e spiegato bene
Molto bello, molto interessante
Molto bello, troppi effetti speciali e interessante
Molto bello.
Molto carino
Molto divertente
Molto emozionante
Molto interessante
Molto interessante e bisognerebbe vederlo più volte
Molto semplice
Mostra l'Unione europea, la pace e importante
Nuovo e interessante
Originale
Parla del pane e dell'Unione tra due persone
Parla dell'importanza che Una spiga di grano può dare a due persone, che può far nascere una storia d'amore
Parla di una scienziata e un contadino che si aiutano. Molto bello.
Parla di una storia d'amore e fanno il pane perché è Il simbolo dell'Europa
Parla di come si fa il pane che è molto interessante
Parla di due che prima non si sopportavano ma anche avendo le idee diverse riescono a collaborare per rendere il mondo un posto migliore
Parla di due persone che cooperano per la stessa cosa dopo incontrarsi e hanno incontrato l'amore, troppo bello
Parla di due ragazzi che aiutano le persone per aiutare il mondo
Parlerei della storia dei personaggi e degli effetti speciali
Parlerei soprattutto del pane come simbolo di unione
Particolare e divertente
Particolare, bello, educativo
Piacevole e bello per gli effetti speciali

Describe film (in Italian)
Può essere divertente
Può nascere una storia di amore tra due persone diverse
Quello che mi ricordo
Questo film è nuovo e ci sono gli effetti speciali
Racconta la storia di come è fatto il pane e tutti possono farlo con gli stessi ingredienti
Racconterei di Alex e Silvia, che sono molto diversi ma riescono a lavorare insieme
Realistico
Romantico
Romantico ed educativo...
Scientifico, interessante e che parla dell'agricoltura e del pane
Significativo
Silvia era interessata alla scienza e Alex all'agricoltura poi ci è stato un temporale e l'acqua è arrivata sino a noi. Poi si sono sposati
Sylvia e Alex si incontrano
Simpatico
Simpatico e divertente.
Simpatico e sincero
Simpatico romantico
Sincero
Sono andato all'Expo e ho visto il film di Alex e Sylvia
Sono rimasto a bocca aperta molto bello!!!
Speciale
Speciale e didattico
Spiega i valori delle nazioni europee
Spiega bene l'UE
Spiega come si fa Il pane, il processo di preparazione del pane
Storia d'amore
Stupendo
Sylvia e Alex collaborano insieme
Sylvia è appassionata di scienza, Alex di agricoltura, si incontrano e prima si odiano poi diventano amici. Si sposano e vivranno assieme. Lui l'aiuta a fare Il pane
Tanti effetti speciali
Ti insegna che devi concentrarti su tutte le cose
Ti spiega molte cose su come si fa il cibo.
Trama definita e capibile
Troppo bello...
Un film che parla di diversità ma anche di cooperazione
Un film di amore e di collaborazione
Un film istruttivo
Un film molto bello
Un film molto divertente
Una scienziata che dopo è andata in campagna
Una storia vera ambientata nel mondo di oggi
Una storia con una morale
Una storia d'amore che mi è piaciuta
Una storia dolce piena di effetti.
Unione tra due mondi differenti
Venite a vederlo perché è molto bello
Molto divertente
Bello ed emozionante e divertente
Bello, istruttivo, emozionante
Educativo
Interessante, educativo, inaspettato
Molto bello, che parla di una storia d'amore, parla di due ragazzi che vogliono far piacere il pane a tutti

Describe film (in Italian)
Romantico
Vi sono tanti effetti speciali
È Bello
È bello e interessante
È bello e lo devi vedere, ha tanti effetti speciali
È bello, ha tanti effetti speciali
È divertente
È una storia molto emozionante e piena d'amore.
È bellissimo
È animato benissimo
È bello
È bello e interessante
È bello e parla di cibo
È bello ed interessante...
È bello perché due persone molto diverse si uniscono e vivono felici grazie al pane
È divertente
È divertente perché ci sono gli effetti speciali
È molto bello
È molto bello da vedere
È molto bello istruttivo e divertente
È stato bellissimo
È stato bello
È stato bello. I personaggi sono belli
È stato divertente ma ha insegnato anche tante cose
È stato divertente, i personaggi facevano ridere
È stato molto bello. Soprattutto quando c'era il temporale
È un film bellissimo
È un film bello e emozionante
È un film che parla di agricoltura e cooperazione
È un film che spiega tante cose
È un film importante e speciale
È un film molto bello
È un film molto originale e interessante
È un film realistico
È un film significativo
È troppo divertente e mi è piaciuto tanto

Q: This is the European Union pavilion. But not all people know what the European Union is and what it does. Do you know what the European Union is?

Know EU	Freq.	Per cent
Yes	275	44.21
Maybe	107	17.20
No	240	38.59
Total	622	100

Q: Did you learn anything new about the European Union here, in this pavilion?

Children learn	Freq.	Per cent
Yes	332	53.72
Maybe	112	18.12
No	174	28.16
Total	618	100

Q: What did you learn today?

(Note: The comments presented in the table below reflect what volunteers recorded from children's answers. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Responses (in Italian)
2012 Premio Nobel per la Pace
28 paesi
28 paesi facenti parte dell'UE
28 paesi fanno parte dell'unione europea
28 paesi nell'Unione
28 paesi 24 lingue
28 stati Ue
A Berlino cadde il muro nel 1989
A fare Il pane
È l'insieme di tanti paesi
È importante aiutarsi e non arrendersi
È bello fare le cose insieme
È formata da molti stati
È l'unione di tanti paesi europei
Agricoltura
Agricoltura ha un ruolo importante quanto la tecnologia
Agricoltura, il gioco jrc sull'impatto ambientale
Aiuta le persone per fare le cose
Aiutare il prossimo è importante
Aiutarsi a vicenda
Altre info sull'UE
Amore tra le persone
Anche se i paesi sono diversi possono lavorare insieme.
Avere sempre qualcosa in comune
Avvenimenti nella timeline all'inizio
Bandiere
Bisogna aiutarsi
Bisogna aiutarsi
Bisogna aiutarsi a vicenda
Bisogna aiutarsi tra paesi
Bisogna collaborare
Bisogna collaborare
Bisogna collaborare, l'esistenza dell'Unione europea è per favorire la pace e accogliere i ragazzi che scappano ora dalle guerre
Bisogna collaborare
Bisogna collaborare per aver un buon risultato
Bisogna condividere
Bisogna essere collaborativi
Bisogna essere scienziati
Bisogna essere uniti
Bisogna fare un'unione di tanti paesi
Bisogna salvaguardare il territorio
Bisogna unirsi per avere un risultato migliore
Bisognerebbe preparare il cibo con elementi naturali
Bandiere
Bravi con la natura
C'è cooperazione tra gli stati che appartengono all'Unione
Che è troppo importante per i cittadini
Che è formata da 28 paesi e che alcuni sono uniti dalla moneta Euro
Che è molto importante l'unione

Responses (in Italian)
Che è fatta di tanti stati
Che aiuta gli altri paesi...
Che alcuni stati che non conoscevo fanno parte dell'Unione europea
Che bisogna aiutarsi a vicenda.
Che bisogna apprezzare l'innovazione ma anche l'agricoltura
Che bisogna collaborare
Che bisogna sempre collaborare
Che bisogna sostenersi a vicenda
Che ci sono 28 stati
Che ci sono 28 stati ognuno con la propria lingua e cultura
Che ci sono 28 stati...
Che ci sono 28 stati...
Che ci sono più stati che hanno in comune Il pane.
Che ci sono tanti paesi uniti insieme.
Che ci sono tanti paesi...
Che ci sono tanti stati
Che collaborando si ottengono grandi risultati
Che dobbiamo essere uniti e andare tutti d'accordo
Che è bello coltivare il grano...
Che facciamo parte dell'UE.
Che gli stati dell'UE collaborano fra di loro, che hanno quasi tutti la stessa moneta.
Che ha vinto un Premio Nobel e quanti stati sono.
Che il pane è il simbolo dell'Unione europea
Che il pane è un cibo comune a tutti
Che il pane è importante
Che il pane lega tutti gli stati
Che il pane unisce tanti paesi
Che la mamma ha trovato un ragazzo per Sylvia
Che l'UE è importante per la collaborazione dei paesi
Che l'Italia è nell'Unione europea...
Che l'Italia è nell'Unione europea
Che l'UE è nata nel 1992
Che l'UE è formata da 28 stati
Che l'UE ha il Premio Nobel
Che l'UE ha vinto un Premio Nobel per la Pace e che nel 2004 sono entrate a far parte dieci nuove nazioni insieme e il numero di stati che compongono l'Unione
Che l'UE investe in tecnologie al servizio dell'agricoltura
Che l'unione è formata da 28 nazioni
Che l'unione europea è formata da 28 stati
Che l'unione europea è formata da tanti stati
Che l'unione europea è formata da tanti stati
Che l'unione europea è una collaborazione tra paesi
Che l'unione europea ha vinto il Premio Nobel
Che l'unione europea ha vinto il Premio Nobel
Che l'unione europea spende i soldi per nuove tecnologie per fare il cibo
Che l'unione fa la forza
Che l'unione fa la forza
Che l'unione fa la forza
Che l'unione viene architettata
Che mettendo insieme due elementi si può fare tanto
Che non sapevo niente dell'Unione europea
Che possiamo trovare un punto di incontro con altri paesi
Che se collaboriamo e ci aiutiamo a vicenda riusciamo a fare le cose meglio
Che si occupa della nutrizione
Che siamo 28 paesi
Che siamo tanti paesi

Responses (in Italian)
Che sono 28 paesi
Che sono 28 paesi
Che sono 28 paesi uniti
Che sono 28 poster
Che sono tanti stati che cooperano insieme per lo sviluppo
Ci sono più stati
Ci sono 28 paesi....
Ci sono diversi costumi e culture
Ci sono molti paesi nell'UE
Ci sono più stati
Ci sono più paesi
Ci sono posti in cui il cibo è poco e diverso dal nostro
Ci sono tanti paesi con tante cose diverse da mangiare
Ci sono tanti stati
Ci sono tanti stati che fanno parte di un'Unione
Ci stanno 28 stati europei
Collaborazione
Collaborazione
Collaborazione
Collaborazione tra due mondi differenti come l'agricoltura e la scienza
Collaborazione tra gli stati
Collaborazione, Premio Nobel per la Pace
Collaborazione tra scienza e agricoltura
Com'è fatta l'Europa
Com'è formata l'UE
Com'è fatta la bandiera
Come fare Il pane
Come fare Il pane
Come si è formata l'UE
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane
Come si fa il pane dell'Europa
Come si fa Il pane in Europa con scienza e amore
Come si fa Il pane.
Come si è formata l'unione europea
Come si fa il pane
Con la pace si è riusciti ad unire più nazioni sotto un'unica bandiera
Controllo
Cooperando si può creare qualcosa di fantastico
Cooperazione
Cooperazione
Cooperazione
Cooperazione e aiuto
Cooperazione tra agricoltura e scienza. Vanno di pari passo, l'uno senza l'altra non esisterebbero
Cooperazione tra modernità e agricoltura

Responses (in Italian)
Cooperazione tra paesi
Cooperazione tra persone
Cos'è l'unione europea
Cos'è l'unione europea
Cosa fa effettivamente
Da soli non si può fare molto invece insieme si possono raggiungere gli obiettivi
Dal film i protagonisti aiutandosi sono riusciti a salvare il paese. Così dovrebbe accadere anche in Europa
Date
Dello studio dell'agricoltura.
Devi rispettare le altre persone
Di che cosa si occupa l'UE
Dobbiamo stare in pace e non fare la guerra
Due persone di stati diversi possono essere legate
Essere gentili e l'Europa rispetta natura
Fare Il pane
Film. Quando è entrato l'euro
Fondata sulla pace
Fondazione dell'Ue, quanti paesi sono
Formazione dell'Europa
Funzioni dell'UE
Gli europei uniscono le loro forze per aiutarsi
Gli stati dell'Unione europea con le bandiere
Ha avuto pace per tanti anni
Ha Il Primo Premio Nobel non a una persona, ma 28 paesi
Ha imparato che l'Unione europea ha vinto il Nobel nel 2012
Ho imparato che bisogna condividere le cose, che le persone devono collaborare tra loro
Ho imparato che l'unione europea ha ricevuto il Premio Nobel
Ho imparato i nomi e le bandiere degli stati dell'UE
Ho scoperto che la bandiera UE ha 12 stelline e le bandiere degli stati UE
Ho scoperto la storia dell'UE
Ho visto che Il pane è comune a tutti
Ho visto il Nobel della Pace che ha vinto l'Unione
I cani si sposano
I continenti dell'Unione europea sono 27 e che è nata dopo la Guerra mondiale
I die.
I pannelli
Il "ciao" detto nelle diverse lingue
Il film insegna a collaborare
Il film: cooperazione tra innovazione e tradizione
Il Nobel
Il Nobel per la Pace
Il nome di alcuni stati appartenenti
Il nome di alcuni stati e che sono "uniti"
Il pane
Il pane è fondamentale
Il pane è Il filo conduttore di tutti gli stati
Il pane è importante
Il pane è importante per tutti
Il pane è l'alimento che unisce I paesi dell'unione europea
Il pane è molto importante in Europa
Il pane è simbolo di amore
Il pane è simbolo dell'Europa
Il pane è un simbolo di unione
Il pane accomuna tutti I paesi

Responses (in Italian)
Il pane c'è in tutti gli stati
Il pane c'è in tutti gli stati
Il pane collega tutti i paesi
Il pane come elemento comune
Il pane è importante
Il pane per gli europei
Il pane unione di tutti gli stati
Il pane unisce tutti
Il Premio Nobel
Il Premio Nobel per la pace.
Il simbolo dell'UE è il pane
Il simbolo dell'Unione europea è il pane
In due ci si aiuta
In tutti i paesi in tavola si mette il pane
Informazioni
Innovazione
Insieme di stati che lavorano tra di loro, e la collaborazione a livello alimentari
Insieme di tante nazioni unite dopo la seconda Guerra mondiale per evitare altre guerre
Insieme di troppo paesi
Interazione fra i paesi
L'importanza della cooperazione
L'UE sono tanti paesi che aiutano altri paesi a stare bene e hanno un'unica moneta
L'unione fa la forza
L'unione è molto importante
L'unione tra i paesi è molto importante.
La bandiera dell'unione europea
La biodiversità
La collaborazione
La collaborazione
La collaborazione
La collaborazione
La collaborazione può dare buoni risultati
La collaborazione tra i vari stati
La cooperazione
La cooperazione tra agricoltura e scienza
La cooperazione tra gli stati
La cooperazione tra scienza e agricoltura
La cooperazione tra stati e la connessione tra innovazione e tradizione
La cooperazione
La data della vincita del Premio Nobel, la tradizione della tecnologia
L'EU è un insieme di stati che si sono aiutati a vicenda.
La funzione dell'unione europea
La linea del tempo dell'unione europea
La pace.
La scienza e l'agricoltura, sono mondi opposti ma si possono incontrare per ottenere un migliore risultato
La simbologia del pane
La storia della formazione dell'UE
La storia dell'UE
La storia dell'UE e dell'euro
La storia di Alex e Sylvia: Unione fa la forza
La struttura di ogni paese
L'unione fa la forza
L'unione fa la forza
L'amore conta più di ogni altra cosa

Responses (in Italian)
L'armonia tra gli stati
Lavorando insieme si ottengono buoni risultati e le cose simboliche possono unire
Lavorare insieme
Lavoro di squadra
Le bandiere
Le bandiere
Le bandiere
Le bandiere
Le bandiere
Le bandiere
Le bandiere degli stati
Le bandiere
Le date
Le date
Le date
Le date dell'UE
Le date fondamentali
Le varie date
L'Europa è tutta unita
L'Europa ha vinto il Premio Nobel per la pace e i motivi per cui i colori della bandiera europea sono giallo e blu
Libertà di movimento tra gli stati
L'importanza del pane
L'importanza dell'acqua
L'UE è stata creata per mantenere la pace
L'UE finanziasse la ricerca anche in campo agricolo
L'UE ha vinto Il Premio Nobel per la pace
L'unione è molto importante, fa la forza perché insieme si riesce ad arrivare più lontano e che bisogna vivere in pace.
L'unione che fa la forza
L'unione dei paesi
L'unione dei paesi, ho imparato a fare Il pane
L'unione europea è fondamentale
L'unione europea è l'Unione di più stati che hanno l'obiettivo del benessere del continente.
L'unione europea è molto importante per i suoi paesi
L'unione europea ha vinto il Premio Nobel
L'unione fa la forza
L'unione fa la forza
L'unione fa la forza
L'unione fa la forza
L'unione fa la forza.
L'unione tra la tecnologia e la tradizione per avere un buon prodotto
Mi è piaciuto il film
Molte cose
Molte più cose insieme che da soli
Nazioni aiutate a vicenda
Niente
Niente di particolare
Nobel
Nobel
Nobel
Nobel Peace Prize
Nobel per la Pace
Nobel.

Responses (in Italian)
Nobel. Cooperazione
Non bisogna sprecare Il cibo
Non litigare e fare le cose insieme è meglio
Non lo so
Non saprei
Non si spreca Il cibo
Non sprecare cose e il pane lo si mangia dappertutto
Non tutti hanno le specialità come Il pane
Non ce guerra da sessanta anni
Nonostante le persone siano così diverse, hanno tantissime cose in comune
Non so
Numero degli stati membri
Numero dei paesi membri
Numero di stati nell'UE
Ogni paese ha delle proprie tradizioni
Ora so cos' è l'Unione europea
Paesi che stanno nell'Unione europea
Pane
Pane
Pane
Pane è comune a tutta l'Europa
Pane è per tutti
Pane alimento comune
Pane come simbolo della pace
Pane fondamentale
Per aiutare gli altri
Poco
Premio Nobel
Premio Nobel
Premio Nobel
Premio Nobel della Pace
Premio Nobel per la Pace
Premio Nobel 2012
Quali sono gli stati dell'UE.
Quando è entrato l'Euro
Quando sono entrati i paesi nell'Unione europea
Quando sono entrati i paesi nell'Unione europea
Quando sono successe le cose.
Quante nazioni ci sono nell'Unione europea. E tanto altro
Quanti stati ci sono nell'UE
Quanti stati fanno parte dell'Unione europea
Quiz
Scienza e agricoltura
Scienza e agricoltura insieme
Scienza e agricoltura insieme grandi cose
Se molti paesi si uniscono ci può essere armonia
Servirebbe qualcosa di pratico per capire meglio
Si può rispettare la natura con la scienza
Si sono incontrati e non erano simili ma alla fine aveva cose in comune
Siamo tutti una grande famiglia
Simbolo della pace e dati storici
Simbolo produzione sostenibile
Sono riusciti a far smettere di fare le guerre
Sono stati che si aiutano a vicenda
Sono tanti stati che collaborano insieme
Sono tanti stati insieme

Responses (in Italian)
Standard di sicurezza
Stando uniti s'impara
Stati membri
Stelle bandiera
Storia della formazione dell'UE
Su tema cibo e dell'ambiente
Su tutte le tavole si mangia Il pane
Tanti paesi diversi insieme
Tanti paesi e le loro bandiere
Tutte le civiltà sono uguali
Tutte le nazioni si uniscono
Tutti devono imparare ad aiutare gli altri
Tutti gli stati hanno il pane
Tutti siamo uguali guardando i pannelli da fuori
UE rende il mondo un posto migliore
UE sono tanti stati che collaborano
Un agricoltore e una ricercatrice possono collaborare nonostante siano due mondi diversi
Un po' di storia, che bisogna collaborare
Una nazione molto grande
Unendo le forze si può fare un mondo migliore
Unione
Unione è importante
Unione degli stati europei
Unione della comunità
Unione di 28 paesi
Unione di tutte le nazioni
Unione e forte
Unione europea e insieme di stati
Unione fa la forza
Unione tra le persone
Unisce tanti paesi diversi
Uno di quelle organizzazioni che fanno cose buone
We must be together

4. FOLLOW-UP SURVEY OF VISITORS

The tables below presents the results of the different questions included in the follow-up survey of visitors, implemented one month after they have visited the EU pavilion.

Q: Thinking about your visit to the EU pavilion, how much did you enjoy it?

Survey language	Freq.	Per cent
A great deal	157	64.00
Quite a lot	66	27.00
A little	21	9.00
Don't know	1	0.00
Total	245	100.00

Q: Please feel free to add any comments about your visit

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

About the visit
Comments provided in English
Great, that you were present. The pavilion was not noticeable from the outside, though. I thought it was a random container left there. The entrance was dark and I didn't know I had to stand through a movie to get further. Make that part optional. Set the video on loop and open the doors so people can pass if they like.
I've thought about it a few times after the expo and recommended it to various people including teachers who now use the story as an example in their classes.
boring
The show was intelligent and pleasant.
Was a nice visit, coming and living in Brussels. So want to see this pavilion... but a little bit too much for the children...
I would have appreciated a pavilion more focused on the solutions to give to the problem raised up by the U.N. and remembered, for example, by President Obama at the beginning of the U.S. pavilion: in 2050 there will be 9 billion people in the world, how to feed them?
I'm not visit its
It is various and interesting
nice people, interesting information, good clips
I loved the quiz when we waited a nice idea
I'm sorry my English is not very good. I think the story about the characters is really sweet and at the same time help all of us to think about themes such as the importance of collaboration.
I think the movie in the first part is a little long
The pavilion is like a Euro Disney pavilion and the presentation of contents is just a cartoon.
Well organized. Smooth flow of people through exhibit.
it can be add more contents in pavilion
you did not speak about big problems concerning food
It was A message of hope
Comments provided in Italian
Molto bello il video anche se il pane e' un po' buttato lì nel mezzo così senza tanto senso
Ottimo messaggio tradizione-innovazione-collaborazione. Affascinante per contenuti sentimentali e protezione

civile:
Mi piacciono molto i disegni e lo stile grafico dei filmati
Originale nel suo genere, particolare wd interessante il filmato di animazione con il simbolo della spiga da cui origine il pane
Divertente, adatta ad un pubblico ampio: bambini, studenti, famiglie, giovani coppie, .. Interessante. Nuovo linguaggio comunicativo adottato dall'UE molto apprezzato.
Mi è sembrata molto indicata per i giovanissimi. Gli effetti speciali erano veramente notevoli.
mi ha entusiasmato, sia per il messaggio che per le tecnologie usate per mandarlo
Introduzione al film e film erano molto curati
Essendo una copia mista, cioè io rumena e mio compagno italiano, questa ci ha fatto molto piacere, scoprire che l'unione e UE.
Spero che l'Ue dimostri nel concreto VISIBILE le sue azioni di intervento su temi attuali:immigrazione, lavoro giovanile, tutela ambientale, salute, politiche assistenziali a anziani e disabili.a mio parere questi temi nella visita al padiglione, non li ho colti forse per mia distrazione.
sarebbe interessante filmare tutti i padiglioni e proporli o in TV o su Internet o sul sito dell' UE
Interessante,stimolante e molto piacevole in tutte le sue parti, grazie!
Molto attenta alla spiegazione X i bambini
Bellissima
una novità!
un filmato molto delicato e sensibile
Viene raccontata una storia ricca di significati che tocca cuore e mente
Stupendo poter sentire l'odore del pane e il rombo del temporale.
La visita è stata molto interessante e nuova, ricca di contenuti: molto utile per i bambini ma anche affascinante per i grandi (4 D)
Molto interessante ed istruttiva.
È stata una bella esperienza. La visita è ben illustrata con molti momenti belli per i bambini e anche per noi.
Striminzito

Q: What first comes to mind when thinking of the European Union pavilion?

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Thinking of the EU pavilion
Answers provided in English
Really brilliant!!!
Unexpected
It was OK; I didn't feel like I wasted my time, but I wouldn't particularly recommend it either
Fun, well done, cute
Science
science
a common home
FUN
cute
Cartoon with love story and bread experience!
The innovation and union

Thinking of the EU pavilion
Collaboration
the story we saw
aroma of bread
Great
How Europe's country are good to helping each other
Children
an educational pavilion
unity and sharing
Animation
very interesting
Interesting!!
Nature
the video
The first room where we watched the film
Divertente per i bambini
for children
Cartoon
The cartoon and the nobel prize
Absurd
Bread
A good idea
bread
Interactivity and simplicity
The 4D film
Funny
the colors and the movie
lovely cartoon
Sylvia and Alex
beautiful volunteer girls
emotions
funny
bread
Brad
A good one
the bread
A great idea to understand the importance of research, not only for children
Educational
Union
The kindness of the interviewer at the end of the visit
A sympathetic pavilion
bread
very well
Bread
the story
My child very happy during the movie
together we stand
cartoons with special effects
Small.
Dreams, not reality
creativity, diversity and a ThinkTank Cap
A pavilion designed to attract children's interest.
cooperation between different sectors
nobel price
bread
Cute

Thinking of the EU pavilion
NICE
Beautiful
Interesting but thought for children and really young people
the video and the water
The idea of using bread as a symbol to put together tradition and innovation
the movie
Bread
not too much expected
For all
kindness
ANIMATION MOVIE
The politics and programs about food and energy.
Youngs
The movie
A beautiful story for remember that if we work united it's better.
5D video (Alex and Sylvia)
Nice
nice cartoon
The cooperation between science and environment
funny, children
very very nice
Very original concept, great use of the technical resources, nice experience
I think what stand out most is the really simple and funny way to make people think about serious things.
the good history to carry on the expo theme
romance between two young
Small entrance, but ok impression.
Story told in the movie
bread
A pavilion for a country-festival, not for an International Exposition.
good reception and good explanation
EU institutions
Friendly host.
Entertaining story for European children
Interesting
small but warm
bread
cartoon
the film about the farmer and the scientist
Wow
Bread
Europe is a chance
Bread
Help
Answers provided in Italian
Mi viene in mente il pane
Siamo tornadireti molte volte col mio bimbo,il messaggio era sempre piu piacevole da approfon
simpatico e divertente
molto coinvolgente
Le tappe di avvicinamento per raggiungere l'Unione Europea rappresentate sui tabelloni
La storia di Alex e Sylvia
La cooperazione

Thinking of the EU pavilion
L'unione fa la forza.
Pane.
Atmosfera Disney
La voglia di fare "insieme".
il video
organizzazione
Esterno poca fila ,il messaggio di condivisione molto apprezzato
bellissimo stupendo
La gentilezza della addetta al padiglione che ci ha convinto a entrare mentre stavamo passando davanti
istruttiva soprattutto per le giovani generazioni
Unione tra ricerca e agricoltura
la tazza ricevuta in regalo, che poi purtroppo ho lasciato al ristorante con la disperazione di mia figlia
Il format utilizzato per comunicare il messaggio
Cooperazione
Pane-storia d'amore
Collaborazione tra i personaggi
Messaggio semplice ed efficace
Gli saluti in tutte le lingue
comunione
Il pane
tenerezza
Il film di animazione
Il paesaggio
Il filmato
Padiglione per tutte le età
Vittoria che ci invita ad entrare
cortometraggio divertente e interessante
Filmato molto istruttivo
L'allestimento delle sale
semplice ma efficace sul piano della comunicazione
filmato
La storia semplice e universale
che avrebbe sicuramente, ne sono ciecamente certo, che poteva,con i suoi potenti mezzi e strumenti spaziare in più direzioni.
CHE L UNIONE DEVE MIGLIORARE SEMPRE PIU'
Cartone
politica agricola comune
pane
per bambini
Film 4d
il cortometraggio del pane
che pochi stati hanno centrato il tema
Alta tecnologia
Film
La partecipazione della UE a tutti gli eventi di grande importanza.
il film d'animazione
bello il film d'animazione
La storia dell'unione europea
L'atmosfera magica del cartone animato
La coppia dei personaggi
Pane
Il pane
Gli effetti speciali "3d" nel film, sono molto coinvolgenti a aiutano a ricordare la storia e il suo significato

Thinking of the EU pavilion
Profumo del pane
ingredienti principali
il filmato
collaborazione e condivisione
gradevole
Il numero ridotto di visitatori
L'ambiente che sembrava essere una casa di campagna
Sviluppo
Famiglia
La storia raccontata
i due ragazzi
il cartone animato
Sorpresa
Cibo
significativo e pieno di speranza
i 2 filmi con gli effetti "pioggia,vento e resto"
Integrazione
Gli eventi storici
Inaspettato
Il filmato molto significativo
La storia di Silvia e Alex per spiegare la nascita dell'unione europea e la calorosa accoglienza.
calore famiglia
I Pannelli esplicativi sull'Unione
pane
La cooperazione (tra i due ragazzi) è fondamentale
la ragazza che mi ha intervistato.
La tecnologia come strumento di sviluppo per il futuro unita creatività e competenze dei singoli Paesi per lo sviluppo di tutti nella collaborazione
la gentilezza e la motivazione del personale
l'odore del pane fresco
Immagini classiche realizzate attraverso tecniche innovative
leggerezza
Pane
simpatico
video
Unione
Alex e Silvia
amore
collaborazione.Rispetto e considerazione
Pace
Integrazione e confronto.
la storia, il filmato
La storia dei due giovani ragazzi
Collaborazione
il pane
le atmosfere del filmato di animazione
Pane
La spiga d'oro
La tenacia che contraddistingue il popolo europeo nelle difficoltà.
Film di Alex e Sylvia
almeno hanno provato ha fare qualcosa, qualcosa si comincia ha muovere
Alex e Sylvia
Unione dei popoli
filmato

Q: To what extent do you agree that this film was about the EU?

Film was about EU	Freq.	Per cent
Strongly agree	53	22.27
Agree	146	61.34
Disagree	24	10.08
Strongly disagree	3	1.26
Don't know	12	5.04
Total	238	100.00

Q: In your opinion, what was the film about? (Only for people who replied 'Disagree', 'Strongly disagree' or 'Don't know' in the prior question)

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

What the film was about
<i>Comments provided in English</i>
How to combine tradition and innovation to improve results
Story of cooperation, passion and persistency
Romance, Europe is mainly about connecting cultures. Those two even grew up in the same village...
collaboration
The successful story of cooperation within the EU, between different countries and different sectors
Very pleasant, beautiful designs and emotional story of love.
beautiful
It was about cooperation, love, strength
about the cooperation between science and agriculture
How a simple food, like the bread, can join two so different people: together they are able to make great things! The message is the solidarity, the cooperation and also the fact that the contribution of everyone is precious.
It was about the importance of working together over the difference!
It was about how Europe's country work together for helping everyone to grow
Links between agriculture and science
Cooperation/sharing (of knowledge, emotions, people and material - > the bread and wheat)
Love story
the union of all types of companies
The effect of climate change and power of science
cooperation
About Agriculture and hydrological instability
Carino
Cooperation between new sciences and old techniques
Bakery, stereotypes, gender inequalities
About the importance of cooperation
Cooperation, solidarity
Union, the benefits of working together, interdependence and power of love
The film talks about how collaboration between different countries could help EU and each country to grow up and emerge into the international panorama.
science innovation and tradition in sustainable way

What the film was about
The film was about sustainable agriculture
collaboration
a great cooperation between two different worlds, the sense of cooperation between EU countries
cooperation between two different abilities
Friendship
A story about two people, who become friends and then partners
Love, working together, respect for others/their opinions/their knowledge and how advances in agriculture and science should go hand in hand
It was about the cooperation both between the countries and the people in the EU. It also marks the importance of science and technology to solve problems in our Europe.
united we stand, divided we fall
The film spoke about a love story between agriculture and research
An educational and emotional story!
To show that, if we unite, it is possible to improve quality of life of ordinary people
The story of how experience and collaboration together with a bit of love can adjust ideals to real life
It was about the difficulty and importance of working together.
Bread making
the cooperation
about the importance of apply the science to the preservation of the environment for keep the land end its products healthy
a cooperation story
a lovable carton
Il film era più rivolto al far riflettere sul valore di alimenti semplici come il pane
Love story... but great helpful message for the people from different countries...
It was a Walt Disney story; with the aim of underlining the balance and the importance between science and work in the EU, bit not really true
The film was about embracing cultural diversity towards enhancing food sovereignty, peace and unity.
A love story about two different individuals that merge their talents to improve their lives and those of the community where they live.
cooperation between science, technology and agriculture to improve and evolve our way to think about it
Bread and love
a nice love story btw 2 European people
COOPERATION
About cooperation between different people and countries to solve a common trouble
The film describes the cooperation and the fusion with the two principal characters
About the necessity to mix tradition and science respecting the earth.
The film was about food as a way to bring people together
Very simple and easy for all age, any countries
Cooperation between different countries and science sectors for the development.
cooperation
FREEDOM AND COLLABORATION
How can research help farming.

What the film was about

With cooperation you can solve many problems or find new solutions for all.

It's a beautiful story for send a simple and important message.

the importance of strong collaboration between scientists and farmers

about importance of collaboration, not necessarily related to EU

It's about the life of European citizens like us; we need bread and peace, so we can live and study together thinking the same target. It can be possible everywhere in European states.

a love story between diversities

is a unique film very interested in the expo

Cooperation

The film was about collaboration between countries and sustain from the EU.

the cooperation between different countries and citizens may reach an high point both in science then in any other field

A love story between a boy and a girl, with the dogs.

It was about a single country or city, there was no reason for why it should be about interactions between countries compared to a single country.

Collaboration, friendship, knowledge sharing, taking care

cooperation

The film describes the power of "union" between different vision of life and of work.

Cooperation brings to growth and welfare

Supply and demand. Cooperation.

How agriculture and science should work together for a brighter future

Cooperation and communication and understanding of different counties.

all good the European Union does for us

Comments provided in Italian

Magnifica storia d'amore e collaborazione senza copnfini

No

no

I primi due sono uguali

Ho pensato alla importanza che l'Unione sta cercando di dare alla innovazione tecnologica in tutti i campi economici

penso che ci voleva preparare al fatto che non avremo più semi nostri da piantare, e che saremo costretti ad affidarci a chi ci da piante ibride e OGM

La sana collaborazione tra i diversi ambiti lavorativi e i diversi Stati membri dell'Unione Europea è la migliore strada per la risoluzione dei problemi legati al cattivo sfruttamento delle risorse a nostra disposizione

che unendo le forze e le conoscenze si ottengono risultati migliori

La collaborazione tra i popoli esalta i risultati con una sorta di sinergia ed alchimia unica ($1+1 = 3$)

Una storia di cooperazione tra due diverse risorse rappresentati dai protagonisti, ovvero la scienza e l'agricoltura.

La collaborazione tra i paesi

Collaborando si risolvono i problemi.

La collaborazione tra gli europei non è un concetto astratto, ma è qualcosa che si può realizzare anche tra cittadini, come Alex e Sylvia.

La comprensione degli altri e la collaborazione ci permetterà di

What the film was about
vivere meglio.
le differenze culturali e di ambiti operativi arricchiscono una comunità
Che sono necessari diversi "talenti"
Non partire con pregiudizi ,saper ascoltare per collaborare
Che con il saper fare di tutti,con la collaborazione si può fare grandi cose .
C'è bisogno di collaborazione tra le diverse nazionalità e discipline per uno sviluppo che sia ecosostenibile
che bisogna aspirare ad un futuro migliore e bisogna avere fiducia nelle persone
Che bisognerebbe sempre essere più stretto il legame tra ricerca e agricoltura. Molto tra le righe si leggeva che questo era ciò che si propone l'unione europea oltre alla volontà di aiutare i Paesi in difficoltà
che le cose vanno fatte per bene se si vuole ottenere il risultato desiderato
Collaborazione tra scienza e agricoltura
La cultura le materie prime aiutano insieme, qualitativamente ed economicamente tutti i paesi dell'Unione europea
Alimentazione e unione
Storia di cooperazione tra scienza e agricoltura
Collaborazione e l'Unione fanno la forza
Riflettere sulla cooperazione
Che insieme possiamo fare e risolvere tutto.
fare le cose insieme è più facile e si ottengono risultati migliori
La collaborazione tra le persone
studio e crescita comune
Prevenzione, saperi, cambiamenti climatici, ambiente, sostenibilità, amore.
Che insieme possiamo migliorare l'unione europea
L'unione fa la forza.
La scienza e l'agricoltura devono viaggiare di pari passo per migliorare l'efficienza nella produzione, e la qualità del cibo che mangiamo.
L'importanza dell'agricoltura e della scienza come pilastri per il risolleamento della società
Raccontare la storia d'amore tra due mondi diversi (lei scienziata lui contadino)
L'unione degli intenti e delle capacità
che le due situazioni sono comunque complementari l'una dell'altra
amore per il proprio lavoro è fondamentale e anche se ci vuole tempo, pazienza,tenacia, alla lunga i risultati sono ottimi
Collaborazione
A mio parere il film dimostra che l'intelligenza può unire due mondi due culture e due persone seppur di diversa estrazione.
PACE E COLLABORAZIONE
L'unione fa la forza
comunità
La diversità é una risorsa fondamentale per la crescita, ma ci deve essere una forte condivisione.
collaborazione e cooperazione
unione che supera le diversità
lavorare insieme per risolvere i problemi e trovare soluzioni comuni.
impegno sociale
la collaborazione aiuta sempre in tutti i casi

What the film was about
L'importanza della collaborazione nell'affrontare le sfide e per risolvere i problemi.
E' passato diverso tempo, sinceramente non ricordo con precisione nemmeno il film stesso.
Senza collaborazione non ci può essere effettiva unione
la collaborazioni tra tutti i paesi della comunità è la chiave per risolvere tutti i problemi
Che se collaborassimo veramente e ci dessimo tutti una mano,tutto andrebbe meglio!
Che con impegno, sacrifici, ottimismo ed amore si possono risolvere insieme i problemi della vita.
L'unione tra popolazioni così diverse è possibile
... che con l'amore e la passione si possono raggiungere grandi traguardi!!!
Bisogna cercare di integrare la ricerca scientifica e le nuove tecnologie con metodi agricoli sostenibili,cercando di non sconvolgere le tradizioni e le eccellenze che ogni paese ha.
Il messaggio era quello di un'auspicabile e necessaria collaborazione tra professionalità e mondi lavorativi differenti, ma che non devono restare isolati per poter ottenere risultati importanti e positivi, ma bensì collaborare tra loro.
collaborando si affrontano e risolvono la maggior parte dei problemi
ci voleva mostrare in modo semplice e naturale di cosa si occupa l'unione europea
collaborazione nella ricerca per raggiungere un risultato
L'unione fa la forza
Storia d'amore ambientata in un unica ed imprecisata nazione centro nordica
L'unione di sapere antico e moderno, scienza e natura per un mondo migliore
Un incitamento alla collaborazione ,non solo tra diversi Stati dell'Unione europea, ma anche all'interno dei singoli Stati
La famiglia è la roccia su cui è fondata la nostra storia Europea. Solo la famiglia può donarci una speranza per il futuro che il lavoro e la scienza da soli non possono donarci. Quando la famiglia è aperta alla vita, crea il bene collettivo.
Che scienza tecnologia e agricoltura con il rispetto della natura possono risolvere molti problemi
che lavorando e faticando insieme le cose si appianano e si risolvono
Unire tecnologia e agricoltura
Poteva avere diversi significati, ma introdotto e visto nell'ottica del padiglione in cui era in visione il messaggio era quello che peculiari capacità e risorse di ciascuno (persona o paese) incontrandosi e collaborando portano a risultati positivi per tutti
di lavorare insieme per trovare una soluzione.oni persona ha le sue conoscenze lavorando insieme si trovano le soluzioni
L'unione fra scienza e agricoltura al fine di ottenere un Europa migliore dalla reciproca collaborazione
Che scienza e agricoltura devono collaborare per ottenere risultati migliori
la collaborazione e la condivisione delle conoscenze sono alla base per una crescita comune futura
Famiglia unione
Che gli sforzi comuni portano ad un risultato utile a tutti quelli che vi partecipano
scienza e agricoltura per il bene comune
La cooperazione è sinergia

What the film was about
collaborazione
Unire le forze nei momenti difficili accorgendosi degli altri
Il giusto connubio tra tradizione e tecnologia
il rapporto vincente tra agricoltura e scienza
La collaborazione e' la base per un futuro migliore
Non c'è progresso senza l'integrazione tra scienza e pratica
Promuove la cooperazione
l'amore
Unione e cooperazione in tutti i settori e fra tutti i popoli per la salvaguardia dell'ambiente e la crescita delle persone
solo: collaborando, rispettando e amando gli altri possiamo vivere in PACE
Gli eventi possono precipitare tuttavia manualita,scienza,rispetto ed amore superano ostacoli e confini
Aiutarsi
L'integrazione la collaborazione ed il rispetto di tutto e di tutti.
La collaborazione e l'assenza di pregiudizi danno buoni risultati
collaborazione
L'Europa è fortemente specializzata nel settore dell'agricoltura e grazie all'unione con la scienza si possono raggiungere gli obiettivi che i paesi dell'Unione si sono posti e risolvere tante problematiche mondiali come la mancanza di cibo.
L'importanza della collaborazione tra Paesi.
La collaborazione e la sinergia tra diverse culture sono la base per raggiungere l'obiettivo per un'effettiva UNIONE europea.
Applicando tecniche innovative in agricoltura si può raggiungere la sicurezza alimentare. In generale, che bisogna tornare ad investire in innovazione anche in agricoltura. Ancora più in generale, che l'Europa per tornare a livelli di crescita adeguati deve investire in innovazione, ricerca ecc
La cooperazione aiuta a risolvere i problemi
La fratellanza fra la gente attraverso un simbolo il pane che accomuna tutti i paesi.
Preparatevi, senza ogm non farete nulla
Collaborazione
Solo unendo le risorse, conoscenze e capacita' con passione si ottengono grandirisultati

Q: The film tried to convey all of the following messages. Which of them do you think came through the clearest? Rank the options below with the clearest message conveyed at the top.

The film showed that...

Messages conveyed	Freq.	Rank
...the countries of the European Union can solve their problems by working together	407	1
...bread is a symbol of unification and peace between the countries of the European Union	388	2
...the story of the European Union is a story of cooperation between agriculture and science	383	3
...the European Union contributes in many ways to the life of ordinary citizens	308	4

Q: If you thought another message was conveyed in the film, which was not represented in the options above, please specify that in the text box below.

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Other messages
<i>Comments provided in English</i>
The European union does not judge based on appearances
The EU brings people together
about climate change, opportunity of work
The family is the universal base of society
European Union is fundamental for the scientific research development
We have pay more attention to the environment
The European Union is the Voice of the Voiceless
to exploit individual talents is the best way to find the solution to a problem
no
Cooperation between European citizens could/should be the only way to solve European problems!
the European union should also share a common language moreover the bread, and the politic in agriculture is very fable and not adequate
The film did not show much about EU itself but rather on the agricultural policy of EU.
<i>Comments provided in Italian</i>
amore per la terra,il pane ed il cielo
No
no
I primi due sono uguali
Ho pensato alla importanza che l'Unione sta cercando di dare alla innovazione tecnologica in tutti i campi economici
penso che ci voleva preparare al fatto che non avremo più semi nostri da piantare, e che saremo costretti ad affidarci a chi ci da piante ibride e OGM

Q: Now that some time has passed since your visit to the EU pavilion, to what extent do you agree with the following statements?

After visiting the pavilion...

Effects of the visit	Fully agree	Agree	Disagree	Fully disagree	N=
...I have a more positive view of the EU	21.78	60.40	16.34	1.49	202
...I know better what the EU is doing in relation to food and sustainability	22.11	54.77	19.60	3.52	199
... I feel I would like to learn more about EU policies in relation to food and sustainability	39.90	48.77	10.34	0.99	203
...I understand better what the EU is	18.18	49.49	26.77	5.56	198

Q: Please feel free to comment on your choices

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Effects of the visit
<i>Comments provided in English</i>
I didn't see a connection between science and EU regulations. I happen to be a research scientist but I still don't know how the EU can help me...
I already had a positive view of the EU and I was already quite familiar with how it works
Love the EU but wasn't the best Pavilion
really boring film... better to invest in an historical film or put more practical examples inside the pavilion
There should have been more about what the European commission is trying to do rather than what the fictional farm was like
in addition to cardboard child friendly I wanted to see true stories of farmers and scientists working together
The exhibition style of the European Union pavilion was not meant to arouse in adults the awareness of the world's food problems and even less of the possible solutions to them. I would learn more about E.U. policies in relation to food and sustainability because they were almost absent in the E.U. pavilion.
European Union pavilion doesn't explain very much what it is doing in relation to food and sustainability
the message wasn't clear at all for me
I really like the pavilion and the story a lot, I like EU and I'm very positive towards it. I don't think the pavilion highlights and conveys enough clearly a content explaining or helping EU and what it's supposed values should be.
Not evident which countries are part of Europe and how they collaborate. I think that should be valued the visit to Sylvia Lab
I liked the film, but I know a lot about the EU beforehand and this did not change it
I already had previous knowledge about the EU, food policies and EFSA for example.

not so much details about the culture of mill
Comments provided in Italian
Mi è piaciuto ma non mi ha aiutato molto a capire cosa significhi unione europea
In un clima di scetticismo e disfattismo è importante infondere stimoli positivi alle popolazioni facenti parte dell'Unione Europea ed in particolare ai giovani incoraggiandoli anche dal punto di vista lavorativo con politiche adeguate!
il filmato nel suo significato profondo mi ha colpito e mi è piaciuto moltissimo, ho gradito che UE si sia presentata come una realtà formata da persone e non da entità economiche
Ci dobbiamo impegnare di più e sprecare meno
Sono un forte sostenitore dell'Unione Europea già da prima di venire ad EXPO
Sostengo fortemente l'azione della UE.
Il messaggio sulle attività dell'UE e la sua funzione non viene trasmesso molto
sono da sempre una sostenitrice dell' unione europea (ho conseguito il diploma di perfezionamento in Studi Europei)
con quello che si sente al telegiornale le notizie riguardanti il nostro paese si perdono i significati veri e propri !!
La visione idealizzata dell'UE è purtroppo smentita dalla realtà dei fatti. I valori ispiratori dell'Unione sono stati travolti dal mercato e dalla finanza.
Ho compreso la profonda unione dei valori presenti nei popoli europei al di là delle differenze esteriori
Il padiglione mi e' piaciuto moltissimo. Ho messo "d'accordo" e non "pienamente d'accordo" solo perche' il padiglione non ha cambiato molto le mie opinioni sull'UE, che erano già positive.

Q: After visiting the pavilion, did you do any of the following things? Please select all that apply.

Actions after the visit	Freq.	Per cent (N=206)
Told others about your visit to the EU pavilion	176	85.44
Recommended others to visit the EU pavilion	171	83.01
Looked for more information on things you heard/learned at the pavilion	42	20.39
Visited the EU pavilion's website	21	10.19
Looked for the film "The Golden Ear" online	33	16.02
Other, please specify (see below)	10	4.85

Q: Other, please specify:

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Actions after the visit
<i>Comments provided in English</i>
Visited UE' website
nothing
I didn't know there was a EU pavilion's website.
Visit to Sylvia Lab
No one of the things in the list!
As I work for the EU institution and know quite a lot about EU, I did not feel the need to learn more about EU after visiting the pavilion.
<i>Comments provided in Italian</i>
Altro, per favore specifichi
Cercato informazioni circa la composizione dell'Unione Europea e le sue competenze in merito alle politiche agroalimentari ed ambientali.
Proseguire con entusiasmo l'attività lavorativa di tutti i giorni per migliorare l'ambiente.
Nulla.

Q: What could the EU improve about the pavilion to increase the likelihood that you would recommend it? Please select all that apply.

Pavilion improvements	Freq.	Per cent
Include more adult content	12	8.22
Talk more about the EU's policies and activities	34	23.29
Explain more about what the EU is	20	13.70
Focus more on solutions to problems the EU faces	34	23.29
Show how innovative technology can solve food sustainability problems	33	22.60
Other, please specify (see below)	13	8.90

Q: Other, please specify:

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Pavilion improvements
<i>Comments provided in English</i>
"Please select all that apply", and yet it's a single choice answer. I'd answer #2, 4, 5
I cannot select all that apply, as you ask me to. You should Focus more on solutions to problems the European Union faces Explain more about what the European Union is The latter should not be in a dark corridor where I was asked to leave to catch a movie I was unaware of...
Go deeper and broaden the variety issues
All statements of this question number 10 are exactly what I desire to increase my likelihood of the E.U. pavilion.

I think it would be better if anyone could explain some of all the contents of the interactive screens because there was many things to read and people usually don't want to spend time reading instead of listening to someone speaking.
Not focus only on the one story but expand with different storylines after the movie (in the last room of the pavilion) to show more about the thing the EU does and can do
Everything in the list above!
Show more practical solutions to our daily life problems (reducing roaming costs, protection of consumer rights, protection of environment) that EU has already implemented.
Comments provided in Italian
Come ho già detto nell' intervista, ho trovato poco realistica l'ambientazione, che se ho capito bene doveva essere un paesaggio italiano, mentre l'architettura delle case era assolutamente di natura più nordica
Questo questionario mi è arrivato a pochi giorni dalla chiusura.
Evitare di accumulare tanta fila
Ricordare cosa AVREBBE DOVUTO essere l'Unione Europea...
Dimostrare in pratica cosa fa sul territorio europeo e con persone vere , contadini sindaci.....

Q: In general, what do you think World Expos should try to achieve? Please order the objectives stated below from 1 to 5, 1 being "most important" and 5 "least important".

Expo objectives	Freq.	Rank
Contribute to the debate on global problems (food, energy, climate change) and agree on concrete political actions	705	1
Showcase important developments and/or technologies from the different countries present at the Expo	612	2
Make the countries present at the Expo known to people worldwide	538	3
Make the hosting country and/or city known to people worldwide	428	4
Attract investments to the hosting country/city and countries present at the Expo	308	5

Q: Do you think that the EU should be present in future World Expos?

Presence in future Expos	Freq.	Per cent
Yes	193	93.69
Maybe	9	4.37
No	2	0.97
Don't know	2	0.97
Total	204	100.00

Q: Please feel free to explain your answer

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Presence in future Expos
<i>Comments provided in English</i>
I really enjoy it! And much better than the one at Shanghai EXPO 2010 and hoping that EU could do better in future expo
Europe is growing together. Don't miss out on a united pavillion in addition to the country pavillions.
Because so people see Europe like one state
If it will be present, it can going to be more important than now
Yes with its culture it has an importanto task. This presence can improve the common conscience of European countries in this big federation
European Union is not a country, but, in my opinion, is a really important organization of countries
and I think that EU must do more to prevent the waste of food and to sustainability by adopting Regulations for all Member States
A supranational reality that groups 28 countries (September 14th, 2015), approximately 500 million people and represents an economic aggregate among the most important in the world must be present at the Universal Exhibitions to bring a contribution to the solution of the problems that must be equal to its political and economic importance.
People don't know enough about "good" things Europe does for them
European Union should become a federal country in the next 10 years...
I loved EU pavilion. I think it has sense because Expo was in one of EU country. I mean, there are others kinds of supranational organizations such as Mercosur in South America (which of course are not the same) which wasn't represented. What I thinks is: it will make sense if Expo were in one of the Country of the EU and for example Mercosur were represented in one of its country.
EU becomes more and more important for the member states and its people in day-to-day life, therefore I think EU as a whole should be represented as well
To demonstrate international cooperation and interdependance.
something very odd is the fact that we expend so much money for these kinds of exhibition. sustainability would need the logic of building a durable space which could last forever after each universal exhibition like this. between 6 months and ever xhat is the difference ?
<i>Comments provided in Italian</i>
C'è ancora molta ignoranza sulla conoscenza dei problemi globali e la loro possibile e potenziale soluzione con politiche concrete quindi ritengo sia opportuna la presenza dell'Unione Europea nelle future esposizioni universali
Direi che questo tentativo è stato decisamente positivo! Quindi continuate! Soprattutto i contenuti erano adatti anche si bambini e questo aiuta a sensibilizzare le nuove generazioni
L'UE è una voce importante nello scenario mondiale che raccoglie e racchiude culture agricole e alimentari diverse tra loro e deve perciò darne testimonianza al mondo intero, avendo come fine l'abbattimento della fame nel mondo
.. se riesce a sopravvivere..

Presence in future Expos

Pochi padiglioni hanno rispettato il tema, o meglio lo hanno sviluppato in modo parziale. È un tema difficile da affrontare in modo concreto con installazioni o luoghi fisici, il vs padiglione è uno di quelli che ci ha provato con profitto

Q: Thinking of the EU pavilion in future World Expos, please indicate how important the following aspects are for you.

The next EU pavilion should...

Next EU pavilion	Very important	Important	Not important	Don't know
...tell a story	63 (31.82%)	82 (41.41%)	45 (22.73%)	8 (4.04%)
..be entertaining	59 (30.10%)	95 (48.47%)	38 (19.39%)	4 (2.04%)
...be informative	127 (63.18%)	71 (35.32%)	3 (1.49%)	0 (0.00%)
...appeal to children	77 (39.09%)	86 (43.65%)	31 (15.74%)	3 (1.52%)
...explain what the EU is and what it does for its citizens	145 (72.50%)	52 (26.00%)	3 (1.50%)	0 (0.00%)
..offer an artistic or cultural attraction	52 (26.26%)	88 (44.44%)	49 (24.75%)	9 (4.55%)
...host the pavilions or stands of the countries of the EU	50 (25.00%)	75 (37.50%)	50 (25.00%)	25 (12.5%)

Q: Please feel free to add other important aspects not covered

(Note: The comments presented in the table below reflect what visitors wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Next EU pavilion
Comments provided in English
Add currently important topics (e.g. euro crisis, migration etc.)
The exterior should be rethought more visually striking
Explain clearly what is the (political, economic, social, cultural, scientific, etc.) proposal of the European Union to resolve the issue under consideration by the World Expo and what the European Union has already done in that direction.
If the EU countries was together in an area together it will give a stronger feeling of the union.
I hope that, in the next EXPO, all memebtrs of EU will be unadere a unique flag (blue with stars), in a unique pavillion.
What I missed was a stunning architectural exterior
I wish i could send to you the project of G200 that we could defend for dubai 2020 connecting the minds, how could i share this with you ?
Comments provided in Italian
Spigare le opportunità lavorative e come offrire delle collaborazioni nell'ambito dell'Unione Europea ivi inclusi stages e brevi esperienze per giovani e meno giovani come arricchimento del proprio bagaglio culturale e lavorativo
Mi è sembrato un po' troppo ottimistico!
presentare le attività svolte in ambito comunitario (ad esempio

Next EU pavilion

cooperazione fra stati per il rispetto della natura)

Ricordare le radici culturali dell'Europa: il mondo classico greco-romano, le tradizioni celtiche e germaniche, il mondo slavo, la grande cultura cristiana

essere piu' incisivo tra i membri dell'unione

Spiegare l'importanza di politiche volte a contrastare i cambiamenti climatici

coinvolgere i bambini sono il futuro coinvolgere le famiglie sono il presente venire nelle scuole, io sono un'insegnante di scuola primaria e mi piacerebbe avere materiale didattico, o personale esterno che racconti sotto forma di storia o rappresentazione teatrale tutto ciò che fa EU

Il padiglione europeo deve rapresesntare se stesso cioè l'insieme dei paesi che compongono l' Europa un disegno comune per tutti senza individualità.

Unire e farci sentire europei. Oggi credo che pochi direbbero se fossero in usa o Giappone, sono Europeo, ognuno direbbe la sua nazione.

5. SURVEY OF EVENT PARTICIPANTS

The tables below presents the results of the different questions included in the survey of event participants.

Q: What is your occupation?

Occupation	Freq.	Per cent
Student	30	19.74
Office professional	35	23.03
Manual Worker	2	1.32
Civil Servant	13	8.55
Self-employed	38	25.00
EXPO Staff	18	11.84
Unemployed	4	2.63
Retired	1	0.66
Other	11	7.24
Total	152	100.00

Q: Which country do you currently live in?

Country	Freq.	Per cent
AGO	2	1.32
ALB	1	0.66
AUT	4	2.63
BEL	13	8.55
BGR	1	0.66
CHE	2	1.32
COL	1	0.66
DEU	6	3.95
DNK	2	1.32
ESP	7	4.61
EST	1	0.66
ETH	1	0.66
EUR	2	1.32
FIN	4	2.63
FRA	9	5.92
GBR	7	4.61
GHA	2	1.32
IRL	3	1.97
ITA	64	42.11
KEN	1	0.66
NGA	1	0.66
NLD	1	0.66
PAK	1	0.66
POL	1	0.66
PRT	1	0.66
ROU	3	1.97
SVK	1	0.66
SVN	1	0.66
SWE	1	0.66
SWZ	2	1.32
UGA	1	0.66
USA	4	2.63
VCT	1	0.66
Total	152	100.00

Q: How old are you?

Age	Freq.	Per cent
15-24	9	5.96
25-39	19	12.58
40-54	97	64.24
55-64	21	13.91
65+	5	3.31

Q: What is your gender?

Gender	Freq.	Per cent
Female	70	46.05
Male	82	53.95
Total	152	100

Q: In general, do you have a very positive, fairly positive, neutral, fairly negative or very negative view of the EU?

EU opinion	Freq.	Per cent
Very positive	72	47.37
Fairly Positive	65	42.76
Neutral	10	6.58
Fairly Negative	3	1.97
Very Negative	2	1.32
Total	152	100

Q: How did you learn about the event?

Event awareness	Freq.	Per cent
You were invited to come	75	49.34
Through work / university	52	34.21
In the EUROPA website	4	2.63
In the media	10	6.58
At the EXPO	2	1.32
Other	9	5.92

Q: Could you tell me why you came to this event?

Reason for attending	Freq.	Per cent
To keep up on the topics covered in the event	47	30.92
To share or discuss research findings	42	27.63
To influence policy-making	11	7.24
It was a networking opportunity	30	19.74
To make your opinion and views heard by others	10	6.58
Other	12	7.89
Total	152	100

Q: Before coming to this event, were you aware that the European Union was present at Expo Milano 2015?

Pavilion awareness	Freq.	Per cent
Yes	113	74.34
No	39	25.66
Total	152	100

Q: Where did you learn that the European Union was present at the Expo?

Media channel	Freq.	Per cent
TV	10	7.94
Radio	5	3.97
Expo Milano website	20	15.87
European Union pavilion website	16	12.70
Newspaper	6	4.76
Social media	11	8.73
Through work / university	29	23.02
At the EXPO	19	15.08
EUROPA website	2	1.59
Other	8	6.35
Total	126	100

Q: Talking about the event now, what is your initial reaction to it? Was it...

Event appreciation	Freq.	Per cent
Extremely interesting	38	25.17
Very interesting	88	58.28
Moderately interesting	23	15.23
Not very interesting	2	1.32
Not at all interesting	0	0.00
Total	151	100

Q: How satisfied were you with the interaction with the pavilion staff?

Pavilion staff	Freq.	Per cent
Very Satisfied	59	61.46
Satisfied	34	35.42
Neither satisfied nor dissatisfied	3	3.13
Dissatisfied	0	0.00
Very dissatisfied	0	0.00
Total	96	100

Q: Using a scale of 1 to 5, 5 being fully agree and 1 being fully disagree, how would you rate the following statements:

The topics covered were relevant to the EXPO theme

Topic relevance	Freq.	Per cent
Fully agree	85	56.29
Agree	46	30.46
Neither agree nor disagree	20	13.25
Disagree	0	0.00
Fully disagree	0	0.00
Total	151	100

Q: ...The speakers were of a high profile

Speakers profile	Freq.	Per cent
Fully agree	93	61.18
Agree	53	34.87
Neither agree nor disagree	5	3.29
Disagree	1	0.66
Fully disagree	0	0.00
Total	152	100

Q: ...The information shared was useful to you

Information useful	Freq.	Percent
Fully agree	65	42.76
Agree	76	50.00
Neither agree nor disagree	11	7.24
Disagree	0	0.00
Fully disagree	0	0.00
Total	152	100

Q: ...The discussions were productive

Discussion productive	Freq.	Per cent
Fully agree	61	40.13
Agree	60	39.47
Neither agree nor disagree	26	17.11
Disagree	4	2.63
Fully disagree	0	0.00
There were no discussions in this event	1	0.66
Total	152	100

Q: ...Participants' questions and comments added value to the discussion/presentation

Participants questions	Freq.	Per cent
Fully agree	63	41.72
Agree	61	40.40
Neither agree nor disagree	23	15.23
Disagree	0	0.00
Fully disagree	0	0.00
There were no comments by participants	4	2.65
Total	151	100

Q: What do you think were the most important things achieved in this event?

Event result	Freq.	Per cent
It triggered ideas for policy development	64	25.81
It triggered ideas for further scientific research	41	16.53
It was an opportunity for networking with relevant stakeholders	74	29.84
It was an opportunity to speak constructively with relevant stakeholders	45	18.15
It raised the EU's image and profile	23	9.27
Other, please specify	1	0.40
Total	248	100

Q: After participating in the event, do you think you will do any of the following actions? Share the information that was discussed in the event with colleagues or friends

Action	YES		MAYBE		NO		TOTAL	
	Freq.	Per cent	Freq.	Per cent	Freq.	Per cent	Freq.	Per cent
Share the information that was discussed in the event with colleagues or friends	140	92.11	10	6.58	2	1.32	152	100
Use the information that was discussed in the event for research or scientific work	94	62.25	33	21.85	24	15.89	151	100
Use the information that was discussed in the event for policy-making	81	54.00	34	22.67	35	23.33	150	100
Report on the information that was discussed in the event in the media	47	33.57	35	25.00	58	41.43	140	100
Initiate or extend collaboration with people or institutions met at the event	106	72.11	35	23.81	6	4.08	147	100
Participate in other events organised by the European Union during the EXPO	72	49.32	36	24.66	38	26.03	146	100

Q: In your view, how important is that the European Union hosts or co-organises this type of events?

Importance event	Freq.	Per cent
Very important	96	63.16
Important	44	28.95
Somewhat important	10	6.58
Not very important	1	0.66
Not at all important	1	0.66
Total	152	100

Q: If this event was organised again, how likely would you be to recommend it to a colleague or friend? Please use a scale from 0 to 10, 10 being extremely likely and 0 not at all likely.

Event NPS	Freq.	Per cent
10	53	34.9
9	29	19.1
8	31	20.4
7	25	16.4
6	8	5.3
5	4	2.6
4	2	1.3
3	0	0.00
2	0	0.00
1	0	0.00
0	0	0.00
Total	152	100

Detractors	9.21
Passives	36.84
Promoters	53.95
NPS score	44.74

Q: Did you visit the European Union pavilion's ground floor already?

Visited pavilion	Freq.	Per cent
Yes	44	28.95
No	108	71.05
Total	152	100

Q: If you had to select one word to describe your experience in the ground floor, which of these would it be?

One word experience	Freq.	Per cent
Entertaining	12	27.27
Emotional	4	9.09
Interesting	13	29.55
Surprising	6	13.64
Informative	5	11.36
Other	4	9.09
Total	44	100

Q: Do you plan to visit it after this event or in the near future?

Visit pavilion future	Freq.	Per cent
Yes	65	60.19
Maybe	34	31.48
No	8	7.41
Total	107	100

Q: Do you think that the European Union should be present in future World Expos?

Future expos	Freq.	Per cent
Yes	140	92.11
No	12	7.89
Total	152	100

6. SURVEY OF VOLUNTEERS

The tables below presents the results of the different questions included in the survey of volunteers.

Q: Are you male or female?

Gender	Freq.	Per cent
Female	315	71.11
Male	128	28.90
Total	443	100.00

Q: In what country do you live?

Country or residence	Freq.	Per cent
Aland Islands	0	0.0%
Albania	0	0.0%
Algeria	0	0.0%
American Samoa	0	0.0%
Andorra	0	0.0%
Angola	0	0.0%
Anguilla	0	0.0%
Antigua and Barbuda	0	0.0%
Argentina	0	0.0%
Armenia	0	0.0%
Aruba	0	0.0%
Australia	0	0.0%
Austria	1	0.2%
Azerbaijan	0	0.0%
Bahamas	0	0.0%
Bahrain	0	0.0%
Bangladesh	0	0.0%
Barbados	0	0.0%
Belarus	0	0.0%
Belgium	9	2.1%
Belize	0	0.0%
Benin	0	0.0%
Bermuda	0	0.0%
Bhutan	0	0.0%
Bolivia	0	0.0%
Bosnia and Herzegovina	0	0.0%
Botswana	0	0.0%
Brazil	0	0.0%
British Indian Ocean Territory	0	0.0%
British Virgin Islands	0	0.0%
Brunei	0	0.0%
Bulgaria	4	0.9%
Burkina Faso	0	0.0%
Burundi	0	0.0%
Cambodia	0	0.0%
Cameroon	0	0.0%
Canada	2	0.5%
Cape Verde	0	0.0%
Cayman Islands	0	0.0%
Central African Republic	0	0.0%
Chad	0	0.0%

Country or residence	Freq.	Per cent
Chile	0	0.0%
China	0	0.0%
Christmas Island	0	0.0%
Cocos (Keeling) Islands	0	0.0%
Colombia	0	0.0%
Comoros	0	0.0%
Congo (Brazzaville)	0	0.0%
Congo (Democratic Republic)	0	0.0%
Cook Islands	0	0.0%
Costa Rica	0	0.0%
Cote d'Ivoire	0	0.0%
Croatia	5	1.1%
Cuba	0	0.0%
Cyprus	0	0.0%
Czech Republic	4	0.9%
Denmark	5	1.1%
Djibouti	0	0.0%
Dominica	0	0.0%
Dominican Republic	0	0.0%
East Timor	0	0.0%
Ecuador	0	0.0%
Egypt	1	0.2%
El Salvador	1	0.2%
Equatorial Guinea	0	0.0%
Eritrea	0	0.0%
Estonia	4	0.9%
Ethiopia	0	0.0%
Falkland Islands	0	0.0%
Faroe Islands	0	0.0%
Fiji	0	0.0%
Finland	2	0.5%
France	14	3.2%
French Guiana	0	0.0%
French Polynesia	0	0.0%
Gabon	0	0.0%
Gambia	0	0.0%
Georgia	0	0.0%
Germany	14	3.2%
Ghana	0	0.0%
Gibraltar	0	0.0%
Greece	4	0.9%
Greenland	0	0.0%
Grenada	0	0.0%
Guadeloupe	0	0.0%
Guam	0	0.0%
Guatemala	0	0.0%
Guernsey	0	0.0%
Guinea	0	0.0%
Guinea-Bissau	0	0.0%
Guyana	0	0.0%
Haiti	0	0.0%
Holy See (Vatican City State)	1	0.2%
Honduras	0	0.0%
Hong Kong	0	0.0%
Hungary	3	0.7%
Iceland	0	0.0%

Country or residence	Freq.	Per cent
India	2	0.5%
Indonesia	0	0.0%
Iran	0	0.0%
Iraq	0	0.0%
Ireland	1	0.2%
Isle of Man	0	0.0%
Israel	0	0.0%
Italy	276	63.0%
Jamaica	0	0.0%
Japan	0	0.0%
Jersey	0	0.0%
Jordan	0	0.0%
Kazakhstan	0	0.0%
Kenya	0	0.0%
Kiribati	0	0.0%
Kuwait	0	0.0%
Kyrgyzstan	0	0.0%
Laos	0	0.0%
Latvia	4	0.9%
Lebanon	0	0.0%
Lesotho	0	0.0%
Liberia	0	0.0%
Libya	0	0.0%
Liechtenstein	0	0.0%
Lithuania	7	1.6%
Luxembourg	0	0.0%
Macau	0	0.0%
Macedonia	3	0.7%
Madagascar	0	0.0%
Malawi	0	0.0%
Malaysia	0	0.0%
Maldives	0	0.0%
Mali	0	0.0%
Malta	0	0.0%
Marshall Islands	0	0.0%
Martinique	0	0.0%
Mauritania	0	0.0%
Mauritius	0	0.0%
Mayotte	0	0.0%
Mexico	0	0.0%
Micronesia	0	0.0%
Moldova	1	0.2%
Monaco	0	0.0%
Mongolia	0	0.0%
Montenegro	1	0.2%
Montserrat	0	0.0%
Morocco	0	0.0%
Mozambique	0	0.0%
Myanmar	0	0.0%
Namibia	0	0.0%
Nauru	0	0.0%
Nepal	0	0.0%
Netherlands	5	1.1%
New Caledonia	0	0.0%
New Zealand	0	0.0%
Nicaragua	0	0.0%

Country or residence	Freq.	Per cent
Niger	0	0.0%
Nigeria	0	0.0%
Niue	0	0.0%
Norfolk Island	0	0.0%
North Korea	0	0.0%
Northern Mariana Islands	0	0.0%
Norway	2	0.5%
Oman	0	0.0%
Pakistan	0	0.0%
Palau	0	0.0%
Palestine	0	0.0%
Panama	0	0.0%
Papua New Guinea	0	0.0%
Paraguay	0	0.0%
Peru	0	0.0%
Philippines	0	0.0%
Pitcairn	0	0.0%
Poland	6	1.4%
Portugal	2	0.5%
Puerto Rico	0	0.0%
Qatar	0	0.0%
Reunion	0	0.0%
Romania	2	0.5%
Russia	1	0.2%
Rwanda	0	0.0%
Saint Barthelme	0	0.0%
Saint Helena	0	0.0%
Saint Kitts and Nevis	0	0.0%
Saint Lucia	0	0.0%
Saint Martin (French part)	0	0.0%
Saint Pierre and Miquelon	0	0.0%
Saint Vincent and The Grenadines	0	0.0%
Samoa	0	0.0%
San Marino	0	0.0%
Sao Tome and Principe	0	0.0%
Saudi Arabia	0	0.0%
Senegal	0	0.0%
Serbia	0	0.0%
Seychelles	0	0.0%
Sierra Leone	0	0.0%
Singapore	0	0.0%
Slovakia	6	1.4%
Slovenia	3	0.7%
Solomon Islands	0	0.0%
Somalia	0	0.0%
South Africa	0	0.0%
South Korea	0	0.0%
Spain	19	4.3%
Sri Lanka	1	0.2%
Sudan	0	0.0%
Suriname	0	0.0%
Svalbard	0	0.0%
Swaziland	0	0.0%
Sweden	3	0.7%
Switzerland	1	0.2%
Syria	0	0.0%

Country or residence	Freq.	Per cent
Taiwan	0	0.0%
Tajikistan	0	0.0%
Tanzania	0	0.0%
Thailand	0	0.0%
Togo	0	0.0%
Tokelau	0	0.0%
Tonga	0	0.0%
Trinidad and Tobago	0	0.0%
Tunisia	0	0.0%
Turkey	4	0.9%
Turkmenistan	0	0.0%
Turks and Caicos Islands	0	0.0%
Tuvalu	0	0.0%
Uganda	0	0.0%
Ukraine	0	0.0%
United Arab Emirates	0	0.0%
United Kingdom	12	2.7%
United States	2	0.5%
Uruguay	0	0.0%
Uzbekistan	0	0.0%
Vanuatu	0	0.0%
Venezuela	0	0.0%
Vietnam	0	0.0%
Virgin Islands	0	0.0%
Western Sahara	0	0.0%
Yemen	0	0.0%
Zambia	0	0.0%
Zimbabwe	0	0.0%
Total	438	100.00

Q: What is your nationality?

Nationality	Freq.	Per cent
Aland Islands	0	0.0%
Albania	1	0.2%
Algeria	0	0.0%
American Samoa	0	0.0%
Andorra	0	0.0%
Angola	0	0.0%
Anguilla	0	0.0%
Antigua and Barbuda	0	0.0%
Argentina	0	0.0%
Armenia	0	0.0%
Aruba	0	0.0%
Australia	0	0.0%
Austria	0	0.0%
Azerbaijan	0	0.0%
Bahamas	0	0.0%
Bahrain	0	0.0%
Bangladesh	1	0.2%
Barbados	0	0.0%
Belarus	0	0.0%
Belgium	5	1.1%
Belize	0	0.0%
Benin	0	0.0%
Bermuda	0	0.0%

Nationality	Freq.	Per cent
Bhutan	0	0.0%
Bolivia	0	0.0%
Bosnia and Herzegovina	0	0.0%
Botswana	0	0.0%
Brazil	0	0.0%
British Indian Ocean Territory	0	0.0%
British Virgin Islands	0	0.0%
Brunei	0	0.0%
Bulgaria	8	1.8%
Burkina Faso	0	0.0%
Burundi	0	0.0%
Cambodia	0	0.0%
Cameroon	0	0.0%
Canada	1	0.2%
Cape Verde	0	0.0%
Cayman Islands	0	0.0%
Central African Republic	0	0.0%
Chad	0	0.0%
Chile	0	0.0%
China	6	1.4%
Christmas Island	0	0.0%
Cocos (Keeling) Islands	0	0.0%
Colombia	0	0.0%
Comoros	0	0.0%
Congo (Brazzaville)	0	0.0%
Congo (Democratic Republic)	0	0.0%
Cook Islands	0	0.0%
Costa Rica	0	0.0%
Cote d'Ivoire	0	0.0%
Croatia	6	1.4%
Cuba	0	0.0%
Cyprus	0	0.0%
Czech Republic	5	1.1%
Denmark	1	0.2%
Djibouti	0	0.0%
Dominica	0	0.0%
Dominican Republic	0	0.0%
East Timor	0	0.0%
Ecuador	3	0.7%
Egypt	1	0.2%
El Salvador	0	0.0%
Equatorial Guinea	0	0.0%
Eritrea	0	0.0%
Estonia	4	0.9%
Ethiopia	0	0.0%
Falkland Islands	0	0.0%
Faroe Islands	0	0.0%
Fiji	0	0.0%
Finland	1	0.2%
France	10	2.3%
French Guiana	0	0.0%
French Polynesia	0	0.0%
Gabon	0	0.0%
Gambia	0	0.0%
Georgia	0	0.0%
Germany	13	3.0%

Nationality	Freq.	Per cent
Ghana	0	0.0%
Gibraltar	0	0.0%
Greece	5	1.1%
Greenland	0	0.0%
Grenada	0	0.0%
Guadeloupe	0	0.0%
Guam	0	0.0%
Guatemala	0	0.0%
Guernsey	0	0.0%
Guinea	0	0.0%
Guinea-Bissau	0	0.0%
Guyana	0	0.0%
Haiti	0	0.0%
Holy See (Vatican City State)	1	0.2%
Honduras	0	0.0%
Hong Kong	0	0.0%
Hungary	5	1.1%
Iceland	0	0.0%
India	8	1.8%
Indonesia	1	0.2%
Iran	0	0.0%
Iraq	0	0.0%
Ireland	0	0.0%
Isle of Man	0	0.0%
Israel	0	0.0%
Italy	265	60.5%
Jamaica	0	0.0%
Japan	0	0.0%
Jersey	0	0.0%
Jordan	1	0.2%
Kazakhstan	0	0.0%
Kenya	1	0.2%
Kiribati	0	0.0%
Kuwait	0	0.0%
Kyrgyzstan	0	0.0%
Laos	0	0.0%
Latvia	4	0.9%
Lebanon	0	0.0%
Lesotho	0	0.0%
Liberia	0	0.0%
Libya	0	0.0%
Liechtenstein	0	0.0%
Lithuania	9	2.1%
Luxembourg	0	0.0%
Macau	0	0.0%
Macedonia	4	0.9%
Madagascar	0	0.0%
Malawi	0	0.0%
Malaysia	0	0.0%
Maldives	0	0.0%
Mali	0	0.0%
Malta	0	0.0%
Marshall Islands	0	0.0%
Martinique	0	0.0%
Mauritania	0	0.0%
Mauritius	0	0.0%

Nationality	Freq.	Per cent
Mayotte	0	0.0%
Mexico	2	0.5%
Micronesia	0	0.0%
Moldova	2	0.5%
Monaco	0	0.0%
Mongolia	0	0.0%
Montenegro	1	0.2%
Montserrat	0	0.0%
Morocco	0	0.0%
Mozambique	0	0.0%
Myanmar	0	0.0%
Namibia	0	0.0%
Nauru	0	0.0%
Nepal	0	0.0%
Netherlands	1	0.2%
New Caledonia	0	0.0%
New Zealand	0	0.0%
Nicaragua	0	0.0%
Niger	0	0.0%
Nigeria	1	0.2%
Niue	0	0.0%
Norfolk Island	0	0.0%
North Korea	0	0.0%
Northern Mariana Islands	0	0.0%
Norway	1	0.2%
Oman	0	0.0%
Pakistan	1	0.2%
Palau	0	0.0%
Palestine	0	0.0%
Panama	0	0.0%
Papua New Guinea	0	0.0%
Paraguay	0	0.0%
Peru	1	0.2%
Philippines	0	0.0%
Pitcairn	0	0.0%
Poland	7	1.6%
Portugal	1	0.2%
Puerto Rico	0	0.0%
Qatar	0	0.0%
Reunion	0	0.0%
Romania	8	1.8%
Russia	1	0.2%
Rwanda	0	0.0%
Saint Bartheleme	0	0.0%
Saint Helena	0	0.0%
Saint Kitts and Nevis	0	0.0%
Saint Lucia	0	0.0%
Saint Martin (French part)	0	0.0%
Saint Pierre and Miquelon	0	0.0%
Saint Vincent and The Grenadines	0	0.0%
Samoa	0	0.0%
San Marino	0	0.0%
Sao Tome and Principe	0	0.0%
Saudi Arabia	0	0.0%
Senegal	0	0.0%
Serbia	0	0.0%

Nationality	Freq.	Per cent
Seychelles	0	0.0%
Sierra Leone	0	0.0%
Singapore	0	0.0%
Slovakia	6	1.4%
Slovenia	2	0.5%
Solomon Islands	0	0.0%
Somalia	1	0.2%
South Africa	0	0.0%
South Korea	0	0.0%
Spain	18	4.1%
Sri Lanka	0	0.0%
Sudan	0	0.0%
Suriname	0	0.0%
Svalbard	0	0.0%
Swaziland	0	0.0%
Sweden	2	0.5%
Switzerland	0	0.0%
Syria	0	0.0%
Taiwan	0	0.0%
Tajikistan	0	0.0%
Tanzania	0	0.0%
Thailand	0	0.0%
Togo	0	0.0%
Tokelau	0	0.0%
Tonga	0	0.0%
Trinidad and Tobago	0	0.0%
Tunisia	0	0.0%
Turkey	6	1.4%
Turkmenistan	0	0.0%
Turks and Caicos Islands	0	0.0%
Tuvalu	0	0.0%
Uganda	0	0.0%
Ukraine	0	0.0%
United Arab Emirates	0	0.0%
United Kingdom	4	0.9%
United States	1	0.2%
Uruguay	0	0.0%
Uzbekistan	0	0.0%
Vanuatu	0	0.0%
Venezuela	0	0.0%
Vietnam	1	0.2%
Virgin Islands	0	0.0%
Western Sahara	0	0.0%
Yemen	0	0.0%
Zambia	0	0.0%
Zimbabwe	0	0.0%
Total	438	100.00

Q: What is your level of education?

Level of education	Freq.	Per cent
Secondary / High School	48	11.0
Bachelor student (not graduated)	148	33.9
Bachelor graduate	52	11.9
Master student (not graduated)	115	26.4
Master graduate	68	15.6
PhD (or higher) student	5	1.1
PhD (or higher) graduate	0	0.0
Total	436	100.0

Q: When did you participate in the volunteering programme?

Volunteer batch	Freq.	Per cent
May – first half	30	6.9
May – second half	35	8.0
June – first half	36	8.3
June – second half	38	8.7
July – first half	33	7.6
July – second half	24	5.5
August – first half	37	8.5
August – second half	34	7.8
September - first half	41	9.4
September - second half	48	11.0
October - first half	40	9.2
October - second half	39	9.0
Don't know Don't know	0	0.0
Total		100.0

Q: What was your role in the volunteering programme?

Volunteer batch	Freq.	Per cent
Team leader	25	5.7
Volunteer who surveyed visitors	253	57.4
Volunteer who didn't survey visitors	163	37.0
Total	441	100.0

Q: Why did you participate in the volunteering programme at Expo Milano 2015? Please select up to three statements.

Volunteer batch	Freq.	Per cent
To be able to experience the Expo	394	89.3
To gain some working experience	316	74.6
To meet other young people	329	71.7
Because I do a lot of volunteering work	106	24.0
Because someone convinced me	9	2.0
Other, please specify (see below)	52	11.8
Total		100.0

Q: Other reasons for volunteering

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Reasons for volunteering
To live an intense team experience
to spend some time with my friend who applied as well
Because I specialised in European Union Law and wanted then to contribute somehow to the EU project in first person.
I have interest in the EU
Get to know better from inside how do the European institutions work. It was king of useless except from some really nice collaborators who took some time to help me.
Because I love the European Union, and I wanted to work for it and experience the Expo at the same time. I also wanted to contribute to a better image and vision of the European Union.
To network
In order to support the European idea as it is supposed to be.
Because I studied Erasmus Mundus program (under EU) in food
To contribute to the eu
To broaden my horizon and because I love Milan :)
Because it covered my expenses, provided the accommodation and daily meal.
I was looking to take part in something really big as EXPO is! :-)
To have an international experinece in my cv
Because I believe in the educational purpose of these kind of events.
To speak Italian.
To improve my English
To improve my languages
To be in touch with different cultures everyday
To meet people from different part of Europe and world
A friend did it and liked it
To be in an international atmosphere.
To help visitors gain a better comprehension of the EU
To learn more about different cultures
to get to know EU from another perspective
I wanted to discover Milan
Because I enjoy interacting with people
To help other people and to know new things
To meet people all around the world, other cultures, being part of an international and multicultural event
Because I wanted to see the "life" inside a pavilion
Because I love Italy
Because I wanted to work for the European Union, even if I am not sure that it deserve my work
Curriculum
To be able to meet other people, not only young but all ages, to experience what a multicultural environment is like, and to be able to make part of it.
Because it would have been my last opportunity to work in a world expo and because I was very motivated to work for a EU-related activity
Because it was such a pleasure to be able to represent the EU
To be an active promoter of the EU
I wanted to participate in order to learn more about food,

Reasons for volunteering
sustainable development policies, participate in conferences and get to know EU a bit more.
It's a chance to learn new things and work with expected people like the people who works for expo. Also it's an opportunity to improve my skills and I like the way to do volunteer-works;)
Because I hoped to learn more about the theme of the EXPO in relation to the EU politics
Because I love the European Union and I wanted to be part of it, in some ways.
I would like to survey visitors and to be part of the Expo experience
To get in touch with European institutions
To practice languages
To get in touch with EU system
Passion for the EU
To challenge myself, to get experience and to improve language skills
Because I am an exhibition designer and this kind of experience is essential to my MA degree project.
Because I like EU
To be able to be a part of European Union work
Because I did my master thesis on the Expo

Q: In general, do you have a very positive, fairly positive, neutral, fairly negative or very negative view of the European Union?

View of the EU	Freq.	Per cent
Very positive	170	38.5
Fairly positive	220	49.9
Neutral	41	9.3
Fairly negative	10	2.3
Very negative	0	0.0
Total	441	100.0

Q: Overall, how would you rate the European Union pavilion?

View of the EU	Freq.	Per cent
Very good	98	23.1
Good	247	58.3
Not very good	65	15.3
Not good at all	13	3.1
Don't know	1	0.2
Total	424	100.0

Q: If there was one thing that you could change in the visitor experience, what would that be? (This includes the pre-show, the main show and the post-show)

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Changes in the visitor experience
The message of the movie was clear for the adults but unreachable for children, but as it was an animated movie, some adults weren't interested in what we were offering.
Post-show: some wheat-based typical products of the different EU countries, to taste / buy.

Changes in the visitor experience

For the general public the visit was ok, but for the people that has a good knowledge and is interested in the EU's topics, the visit of EU pavilion is a little bit poor in contents.

For example, the videos are cute, but they can spread the same message being shorter and then have a bigger post-show room with more information.

A little less explaining before people actually saw the show - lots of people don't like spoilers.

the pre-show was too long

The post-show needs to be more interesting with more activities, things to try, etc.

Post-show

more digital interactive experiences

The post-show could have been geared more toward adults; the pre-show was too long and repetitive; the special effects in the main show could have been more convincing

I would have added something more for adults

The pre show/Internal queue, especially in the latter the volume was too high

It reminds me of political managed film, propaganda of EU policies which are promoted in idealistic way

Movie was great, but the it seemed it was msotly for kids, so adults were not interest in the postshow too much, haven't seen the valuable information

PRESHOW AND POSTSHOW

There could be interactive screens in interierque to make the waiting time more enjoyable.

I visited the EU pavillion as a visitor before becoming a volunteer and I noticed that from the movie, which was nice, there was no clear link to the EU. It is the role of the volunteers to explain it a bit before the show, and that was not what happened. So, when I started my shift, I tried to clarify at my best. People need explanations and, actuallu, they like to be told, if it is simple and short. People like to learn something. So: more (mandatory) explanation.

I would have had an area previous to the pre-show looking more like a 'normal pavilion', because when the visitors saw that they had to queue as soon as they got in they would always be a bit 'annoyed'

I felt that the main target of the pavilion were children. I would create a slightly more serious version (for adults) in order to succeed in conveying the message. I would also add further information in the content center, not just interactive screens (which were mostly used by kids).

The main show was targeting only one kind of people:children . There was little room for who wanted to know more about the eu on a academic level

Area with real content + bread tasting + bread recipes from all over Europe (that they can take away)

maybe postcards instead of posters

POST-SHOW

The post show

It was Boring

The story was only for children, European Union pavilion should have had a stronger message not bread and cooperation

I don't know

Pre-show, in my my opinion, was boring in contrast to the main show

Changes in the visitor experience
Nothing
I'd change the post-show area, only by including wider opportunities to discover about EU
I would take out the screens at the beginning of the pavilion because they make it difficult for the volunteers to speak. The pre show was the section in which most of our older visitors left so I would organize that better and finally I would add more information in the content room about EU policy that attracts a more informed and older audience.
EXCELLENT VISITE
pre-show was quite long.
I would add more space/panels/leaflets/boards where people could find more information about the EU's contribution to topic - the panels were always occupied by children who liked to play with them
The post show, it didn't involve people
I would include a video to present the main activities of the Joint Research Center and the initiatives taken by the EU regarding the field of humanitarian aid after the main show because most of the people left immediately after the show without taking a look at the material available in the last room.
Nothing
More seats in the pre-show.
The information was poorly addressing the real situation in the EU / within the EU member states. The few indicators provided were not sufficient to have a concrete idea of the EU policies or projects. The message was too simple.
The post show
Skip pre-show
I would have changed the pre show completely. Rather than showing another video i would have done something more interactive with the visitors
More space in the pre-show rooms: 35 adults in such narrow rooms were really too much.
The pre-show rooms should have been also dotated with more chairs.
I would make the promo a bit more attractive.
The pre-show should offer more seats to the visitors, especially for the comfort of elderly, children and disables.
more interaction for visitors, not just "seeing and visiting"
To have The possibility to express themselves, not only to follow volunteers explanations
I wouldn't break down the EU's policies to a cartoon.
the time between pre show and the starting of the main show
I would consider to change the post show. A lot of people are not able to educated themselves. They need help. Always.
Waiting in queue
The pre-show
Pre show
Post show was difficult to manage because people were just leaving right away after the movie.
more space for visitors in the preshow
More seats to enjoy the movie.
The pre-show was a bit too long, and the queuing mechanism wasn't designed very well, the visitors often seemed confused.
The AC, it was fairly cold in the theaters.
quicker pre-show
I would have added seats in the pre-show and post-show rooms and

Changes in the visitor experience

I would have given more importance and space to the post-show part.

I would change location of post-show. Cause after main-show through the corridor the idea of "completed" appears on the visitors mind. Then they chose to go right. If we would locate the post show right across of the main show door, we could keep the visitors longer and it could be more affected.

The post-show, with more specific info on EU policies related to food

As for the pre-show, I would ask the volunteers to take 2-3 minutes before the main show to make people pause at EU's History as described on the entrance wall. Many people do not even look at it. As for the post show, I would require people to thoroughly do the post-show's activities (which was fairly neglected) in order to give them gadgets/posters etc.

Pre-show could have been a little shorter.

More concrete target audience. The pre-show and the main show were mostly interesting for children, the post-show has videos that cannot be interesting for children (except the selfie/"sandwich" part). It is unacceptable to run out of posters and pins for children.

Sometimes people were bored in the pre show rooms because the video were too long

bread tasting

Pre show

More interaction, user experience like e.g. Japan or Slovenia had. this was designed for a very particular crowd too

The performance of the pavilion was improvable: With children as the target group (pre- and main show), it was hard to catch other peoples attention in the post-show, where all the "hard facts" are delivered..

post show - more interactive

The compct of the pavillion is quite good andthe volunteers are really part of it. But the internal structure are not so functional ex. The volunteer in the interior queue are not really able to peak to all the people waiting in the line because there wean't enogh space

More informations about the EU works and policies in the post-show area

I would have put the post-show at the beginning of the experience, because a lot of people after the main show left the pavillion without exploring the last (most interesting) part

The post show, the content area

Some elements of the movie were not what EU is promoting. For example, some kids were asking why so much bread was thrown out. Or some energy experts asked why there is a windmill next to the house, since it is not allowed. These are details, but they are important to consider and link to the message of the pavillion.

I would have had the same guide in the pre-show and main show, in order to make sure that during the whole experience the group had a non repetitive explanation.

I think the preshow was a little bit too long. I mean, there were sometimes some people who asked me to leave before the show had finished! That wasn't actually very nice...

Take in account different target with,for example, tests of breads from each member state.

Nothing.

To underline better the importance of the information in the interactive panels

The pre-show

Changes in the visitor experience
Built too much for children.
Information on the pre-show walls should have been in the post-show, because people couldn't read everything as they were normally hearing at what the volunteers were saying (but I also understand that it would probably create an incredible crowd in the post-show room)
People usually thought that touch screens in the post-show were just for playing, even if we always explained that they were also about European Union's policies. This is why I'm not sure that a lot of people got the message and the information about policies"
pre-show
I would have presented some food-related experiences, as well. And stressed more on the potential of the post-show area, improving Alex and Sylvia's message
Better preparation for the volunteers. Making sure people knew what they were supposed to do and deliver proper trainings. The online platform was a good start, but a physical training should be done for sure.
In general, adults didn't pay attention to the screens in the content centre (post-show). Only the kids played with them. We should find another way to attract people so that they can gain information.
Interactive screens more attractive and more interesting about European Union and EU policies with different level of understanding (for kids and for adults)
more importance to the Nobel prize
Make the pre-show more scientific!
The internal queue, before the pre-show could maybe "look" more interesting? Because when people have queued from the external queue, they think that the queue is over, but then there is an internal queue, which seems long and not so interesting with the timeline. It helps a lot with the volunteer who speaks and leads the internal queue, but sometimes people might still fall behind it it's a big group or they don't pay attention, and then it would be good if they could have something more interesting visual things to look at or do. Or just to make the entrance into the pre-show room more catchy and interesting, to show that there is something "great/fun" waiting inside.
the content center
A majority connection between the bread and its meaning in European Union.
I'd open the stage a bit. I think it was for children so much.
The post-show. There should be something like a video explaining the European policies and what EU is doing in this field.
add more special effect to the main show so they will fall in love more and more with the EU pavilion „and to add special effects to the pre and post-show.
Post-show. As a visitor I wouldn't stay in the post-show watching the politics of EU while I'm in Expo and there are so many things to sightsee.
pre and main show: less stereotypical male and female characters and actions
post show: more interactive games"
Maybe more seats for the people in pre-show or main show. in the post show , maybe I will put things that people don't have to read. In this kind of events, the people is tired to be standing during all the day and they don't stop to read anything
I think the pre-show should have been a bit shorter.

Changes in the visitor experience
more things in the content center
Pre-show and post-show
I would have made the visitors taste the european bread after the main show.
less pre-show
Make the show a little more adult-friendly
I wouldn't change anything, because if something had been unclear the visitor had always the chance to ask anything to a volunteer or get the answer to his doubt even before making the question, straight from volunteers' mouths during explanation time.
In main show I personally feel that there should have been a camera to capture the sweet moments when the people experienced the special effects so that when we give them the picture of them getting excited during the movie. They would have cherished the moment for long and remember the pavilion and the movie whenever they see the pic.
Nothing. It was a complete experience of the EU and its aims at Expo 2015.
Pre-show is too long and kind of useless (the story is already explained by the volunteer at the exterior queue and in the pre-show itself)
More effects in the main show (it's a 4D Movie without 3D)
More games in the content area (for children)
bread tasting during the exterior/interior queue?"
Pre Show
"post show: more structured information
I think the interactive screens could have been better"
The post-show room should have been more assimilable - way transmission of information with touch panels was pretty good, but the contained information were suitable only for adults, therefore young visitors couldn't experience it completely.
give them bread in the end only if it's a tiny peace
Less give-aways. More adult theme. Uniforms of the volunteers produced in Europe and not in Asia (Bangladesh and China) as it was the case for Expo Milan.
post show, more people should be there explaining all the things.
The post show should have been larger, more educational and much more interactive. Three screens for masses of people weren't enough.
I'd put more benches in the pre-show
I think it was quite good. Maybe shorter times at the interior queue. I also think the movie was very very interesting and endearing, but just for whom had already understood the real meaning of the EU's message at EXPO and I don't think there was enough time at the pre-show to explain exactly the Message of EU. Or maybe not enough to make that the people could understand the movie as we Volunteers did.
Larger pre-show rooms as many people felt bad for the loss of air
The lack of seats in the pre-show
The design of the pavillion. The experience was good but the space had to be more comfortable (for example seats). Moreover the visit has been thought principally for children and families and this has implied the hesitant behaviour of the other people.
"I would have put a bigger pre-show room.
I would have thought the main show slightly different, I mean I would have allowed people to stay sit instead of standing during the main show: that's because usually people were very tired because of

Changes in the visitor experience
the long queues. "
The main show should had had more special effects
I would provide more material, such as leaflets, about the EU itself, since many people were interested in its history and development in addition to its policies related to food.
Maybe I 'd have added something more entertaining in the interior queue.
"Internal cue or post show: more information about role and policies (although people could send emails from the screens).
Post-show. More information about the quality assurance labels of food."
I would make more attractive the EU pavilion for adults, too (it was a pity that the receipts for bread were finished at the very beginning of May). It was too playful and I'm not sure visitors have gained a better comprehension of the EU.
Maybe there should be more sits for visitors that stay all the day in a queue
shorter waits
a different main show more incentered on adults too.
anything
I think the fact that the pavilion was pleasing the children the most was the main factor why a lot of older people felt weirded about the experience. My main concern was that if we attract children, they don't understand the core message of the pavilion and the parents don't have time to read and really be present when they have to look after their children. I heard many times, from older people, that the pavilion was nice, but didn't provide new and valuable information for the older population. The next point was that the interactive touch screens were too boring for the children and the Sandwich game steered the attention from the main boards and many of the volunteers just stuck to the most convenient way of keeping the children occupied, without having the time to explain the touch screens more. There were very good examples on how information can be delivered in a fun way like in the German or Kazakstan pavilions did. They were captivating even when you didn't really have an idea of the topic or couldn't care less before you started hearing about the things. Interactive walls, games and different informative videos with sound and a narrative would have worked better. So I guess that's two things, content area totally different more interactive and the whole experience not aimed totally for children.
The way the message 'Growing Europe's Future together for a Better World' is transmitted. I felt that many of the visitors who came out of the pavillon had very little idea of what this really means and how it can be achieved.
mobile app needed (like japan pavilion) - more clear message - visitor could not understand easily what the message was
I would have made the post show more engaging to the visitors and could have reflected the values gained from the movie on european union values
I think all is perfect and visitors are happy after the visit
More sitting allowance for the sick, aged and disabled
Me and others guys did a project that we sent to Eu pavilion staff
More chairs in the pre show rooms, more information about the Joint research center
Id like to mention that our movie is mostly attractive to children so it has to be mentioned somehow.

Changes in the visitor experience
more seats in pre show
A bit more time in the indoor waiting line, people sometimes wanted to look at the timeline and other stuff but just didn't have the opportunity.
It would be better to have more places to seat in the pre-show.
"A lot of things were adapted, but quite late.
Volunteers saw the problems from the first moment, but nobody cared until the last moment, so please read the feedback papers for that information."
"In my opinion the weakest point of the pavilion was the pre-show. It was a bit long and maybe too childish for the adult audience. Some people didn't have enough patience and asked to leave.
Also it's a bit sad that all the interesting and important things that were in the post-show didn't reach the visitors enough, because some of them were in a hurry for visiting as many pavilions as possible. I'm not sure if the message of the European Union really reached all the visitors.
Shorten the pre show
Serve bread at the end, and more special effects in the main show
I'd offer something to eat to the visitors. Bread, for example.
I would show more about Europe itself
During my working period, there were different problems about video/audio supports.
better explanation in pre show
The pre-show of the Golden Ear is too Long and many children can't read the introduction.
Better participation and information in the activities of the UE in the post-show
Some more Chair in The pre-show room
visitors wanted chairs or benches during pre-show and main show
The pre-show and the post-show
Nothing, it was all perfect organised
"PUT THE VOLUME DOWN IN THE INTERIOR QUEUE, IN ORDER TO BE ABLE TO LISTEN WHAT THE VOLUNTEER IS SAYING ABOUT EUROPEAN HISTORY (timeline wall)
That's what I would change both for the visitors and for the volunteers who had to shout and it's not good. many visitors complained about that."
I have nothing to say
The info and length of the pre show
Much more information, organization and explanation.
I would offer free samples of European Union member states bread maybe on their national day.
The main show
The main topic (food) was not really exploited.
more interactive post-show, very few people stop in the post-show area, many of them don't notice the Nobel prize, an idea may be to implement an interactive explanation of the meanings of the show.
the post-show, because it was not clear and easy for everyone
Pre-show
Pre-show was a bit too long, I'd made it shorter. In the panels (content room) you could actually watch videos, but there was no sound and in some of them even no subtitles. It would have been nice to have some headphones and the possibility to select subtitles in your language.
shorten the pre show movie, explain more the idea in the pre show
The main show film, I think it is not shown in a good way a key

Changes in the visitor experience
message, it is more like just some regular cartoon
The pre-show to last a little shorter.
VERY INTERACTIVE
The pre-show was quite boring
EU is a serious institutions and it is a mistake to be rappresentated by cartoon movie for kids.....
Pre show
Informations on the actual policies put in place by the EU were scarce and oversimplified. I got a lot of feedback of people who wanted factual informations that I could not offer(except by giving the JRC annual presentation, but that did not contain any information specific to the topic). In addition, the EU pavilion superficially showed subjects that are of crucial importance for the life of its citizens and even abroad, and has a strategic role in the development of the food industry. Yet, all of the debates and development of these subjects were remarkably absent. Finally, the EU is criticised for the budget it allocates to the Common Agricultural Policy. No information or display of the impact and result of the program was to be seen. Accountability is a key feature of any king of organisation, and platforms such as the EU Expo Pavilion should enhance this accountability. I often faced some questions that I was able to answer due to external knowledge and genuine interest. But overall, many volunteers did not know the issues at stake in the pavilion.
In my opinion the pavilion is not conceived for adults.
I'd put together pre and main show
more involving the people
I would have raised the target of the show, especially in the pre-show room. In my opinion, only the very young people and some adults could have fun watching the videos, but sadly most of the adults were very deceived at the end of their visit. They expected more information and probably other solutions would have been better to explain the deep meaning behind the idea of the pavillion.
I'd shorten the duration of the whole show.
I think I would have dedicated only one room to the show and two rooms to the so-called "content center" because I think the short-animated film has been appreciated especially by children, but not by adult audience.
Visitors should be better encouraged to have a look at the information in the post-show
"the preshow was too longer.
in the main show there are no sits."
The pre-show is way too long.
The pre show
include the contents of the pre-show inside the main show
The story of Alex and Sylvia was excellent, and if the aim was to speak to children it was succesfull, but I saw lot of adults come out disappointed and that's because after the visit at the EU pavilion one doesn't feel like being part of a great Europe.
The post show should be improved, because if people just leave the building after the movie they don't really understand what is the message of EU and they are not informed about the EU
The outside style of the pavilion
Offer a more interactive pre-show for guests
A lot of people don't visit the pavillion because there is no food.
P.s. I think that once a week they should sell tickets for seeing the tree from the terrace"

Changes in the visitor experience

If I could change something I would give some samples at the end of the visit

The way the information is presented at the content centre. Even when the way to get the information is interactive, people wouldn't stop there for too long to see all the videos in the story books.

the time to attend in the first part of the pavillon

In my opinion the content of the movie was too simple, ideal for kids but not for adults

In my opinion, the pre-show was too long and visitors were sometime bored of it.

Compared to the other pavilions something is missing, but of course this one was made with a lower budget. I would add a couple of interactive screens at the entrance not just near the exit, in order to make the visitors' experience more entertaining, especially when the crowd reaches its peak.

more interactivity in the post-show

The preshow is too long. People get annoyed very easily

Less movie time and more engaging in the post-show

"After the movie it feels like it's over, so there is little interest to find out more and actually use the interactive screens in the post show. Also the timeline is a really nice idea that doesn't get the attention it deserves. Many people were not able to connect the movie to the EU without explanations (which were sometimes not given due to language difficulties or similar).

One comment of a visitor really bothered me: why is it an American production? This is the EU Pavillon, why not use a European production? "

The main show

Pre show and main show were clearly made for a young audience. It doesn't mean I did not like it BUT that it should have been more focus on food related problems. For example I think that E.A. pavilion was more into the problem.

pre show: put more seats in there! and make it shorter!

For me, the real problem is the content. The EU pavilion is ok for children but it's a real disappointment for an adult.

I don't know

The pre-show was too long and at the main show they threw a lot of water

Shorter pre-show, I would have made the whole pavilion more interesting for an adult audience

Nothing

the post show. I would have personally made it more engaging, the idea of the touch screens was excellent, but they were separating the people from the informations that were provided on the screens.

I'd stay more time in the interior queue to appreciate and learn something about the history of the EU; and I'd explain also something about the pre-show room and it look like (it represents the houses of both Sylvia and Alex, etc.)

At the time when I was volunteering visitors could not buy any memorable objects and also people were asking if they can taste any of bakery products promoted through fliers and other visual aspects during the show. Therefore I would incorporate bakery or a shop into the post-show area.

Put some toy models of bread from different EU countries at the internal/external waiting line to raise visitors' interest

a little bit of Italian training of the non italian speakers volunteers. in my case, it took me almost 2 weeks to learn how to explain main

Changes in the visitor experience

and pre show and was quite a struggle. I believe that if the volunteers can provide a better service, the visitors can have a better experience

The lenght of pre show

A fast reimboursment

When I'm switching into the main show I personally found some technical issues. I.e, special effects are not so perfect in the main show 2 & 3. Even for some time the audio aslo makes a bit of low.

I think that maybe there would be some explications about the story and the message of EU before entering in the pre show.

"a few benches to rest while waiting

the movie was too long

the rain-effects were too many and the audience was being annoyed after the second

less shows and more informations with interactive screens and direct talking to people. also tasting food

The visit of the Pavolini should be longer.

I would have let the visitor chose, what they want to see or do. The problem was, that the visitor was stuck in the pre-show and then again stuck in the main show and had (almost) no possibility to leave, even though they may not have been interested in the show. The pre-show was way too long. The main show was a nice movie but very kitschy and even for children with little intellectual demand. And the message was not clear. The post-show seemed for most visitors boring. The videos seemed very random and without sound (so some were just completely pointless because there were no subtitles either). And there was almost no serious information on the interactive screens. So even I, who was very very interested in the EU policies, had the feeling I didn't learn much by looking at the screens.

More explanations about what the EU is doing for agriculture and food production, that's what visitors were expecting and they got disappointed

The pre-show is a little bit long compared to its content. It could be made a little shorter or some contents could be added.

It looks as a totally child-oriented experience. Give more space to "adults" themes and improve the contact between the EU world and the citizens. Generally speaking, the main problem of the EU is that it is perceived as a far located institution: do as much as you can to get more in contact, more involved with the citizens.

More attractions for adult audiences.

It was too cold in the main show and people couldn't sit

Sometimes the visitors had to wait a long time to get in the pre-show rooms, so they left before they could get to see the show.

People complained that there were no chairs/benches to seat in thr main show.

the video is too long

In the post-show the information was too scattered

Make the show shorter and the external pavillion more attractive

I think that the best part of the EU pavilion is the main show. In my opinion the pre-show can result a little bit boring to the visitors, so it could be better to rethink about its structure.

More detailed information for more demnding visitors

It would have been great if visitor's attention was more focused towards the hidden motives of the movie in our pavilion before they actually see it. In this way by looking for some secret message visitors would discover the multi-layered story that the EU is

Changes in the visitor experience
presenting at EXPO Milan 2015.
It should be more interactive and entertaining, to the visitors it appeared like something really "slow" and a bit boring
Make them sit in the main show room.
Make it more accessible for people with disabilities.
i would involve the visitors with some extra experience
It would be great if bread is offered at the end of the pavilion
Offer more comfortable sitting possibilities during the shows
Per show. It was boring, too long. As volunteer I noticed lots of people leaving the pavilion right after the pre-show
Offering more to adult visitors and explaining European policies with something that requires less effort on the visitor's part (videos, guided visit...)
I noticed many people thought the pre-show to be too long
I would try to find a way to make the visitors notice more the information in the content center.
More volunteer interaction
Shorten the pre-show. Guests got very bored and disappointed in there
I would include another room concerned with the actual policies of the European Union towards a more sustainable production of food. I would have probably also included some information on the projects that are being carried out by the EU to stop hunger and malnutrition in the least developed countries.
Put a dark glass cover on the post show exit (most of the time people go out noticing the tree of life)
The pre show was little boring
I would make the pre-show video shorter, since some adults don't always understand the meaning of the show and sometimes they complain and ask to go out, before having seeing the main show and the content centre, which, I think, are the best part.
In the post show maybe give more information about the projects European Union is performing and focus on the Expo theme: Feed the planet, food for all
Post show
The pre show is too long
It should have been more serious and involving for the visitor Who was usual la looking for answers from UE policies
"post-show, the survey was too long and boring.
concept of the main show should take into account the expectations of grown-ups
Have something interesting in the Content center
The pre-show should have been shorter and more appealing
A lot of (adult) visitors were disappointed by the "childish" approach and lacked information during the main show.
Sit in the main show.
Many people found the post show pretty boring, so I think that if it were a little bit more exciting, I dunno how to say that, if people were more involved into the post show it'd be great. Because the problem is that the interactive panels are not so good in my opinion, not very interesting
post-show
"The pre-show is too long and adult people sometimes got bored
Something less technological and more physically interactive in the post-show. for example a mini bakery for guests to observe how to/try to make different european breads
"I would had real experience with bread. I hoped there were some

Changes in the visitor experience
real artworking made with bread.
In the content area i would had the possibility to see the different kind of bread by all EU countries.
Remove the video clip of the British people saying "oi oi saveloy". I am British and nobody has said that in the country since the 1920s.
The outside of the pavilion was pretty unattractive.
"Not necessarily two different rooms for the pre-show and the main-show, because it seemed a bit boring for the visitors to have two videos.
And more informations on the UE on the post-show! "
More explanation on the theme before visitors entered the pre-show
Queues
Concept
seats in every room. 2 a review of the movie in post-show why. how and so on; 3an explanation is Silvia's education. EVS, Rasmus Rasmus+. all these things were shown but not explained or elaborated so it is still a secret to the public and it's a shame
More entertainment in post show for guys.
Make it for everybody, not just children. Make it way more visually appealing outside. Give freebies and food/have a cafe
- make them taste various kinds of bread from different European countries, not only give them the recipes
I would change the post-show with something more interactive, especially for adults.
Shorten the pre-show
It should increase the content area
Post-show
Make the pavilion more noticeable from the outside.
the pre-show room should have more seats because people become annoyed to stand all day and even while watching a movie.
The pre-show
More attractions in the post-show.
Too much 30 people in a group or visitor

Q: How would you rate the amount and quality of information about the European Union's policies on food and sustainability that was available in the pavilion?

Quality & Amount of information	Excellent	Good	Average	Poor	Very poor	N=
Amount of information	65 (15.48%)	183 (43.57%)	120 (28.57%)	43 (10.24%)	9 (2.14%)	420
Quality of information	72 (17.39%)	193 (46.62%)	106 (25.60%)	35 (8.45%)	8 (1.93%)	414

Q: You probably remember that the film “The Golden Ear” tried to convey all of the following messages. Which of them do you think came through the clearest in the film? Rank the following options with the clearest at the top.

Messages conveyed	1	2	3	4	5	Rating Avg.	Rank	N=
...the story of the European Union is a story of cooperation between agriculture and science	122	98	74	86	122	2.33	¹ (1016)	380
...bread is a symbol of unification and peace between the countries of the European Union	73	118	122	96	73	2.59	² (986)	409
...the countries of the European Union can solve their problems by working together	93	99	127	54	93	2.38	³ (977)	373
...the European Union contributes in many ways to the life of ordinary citizens	62	63	68	159	62	2.92	⁴ (732)	352

Q: If you thought another message was conveyed in the film, which was not represented in the options above, please specify that in the text box below.

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Messages conveyed
Climate change is a serious danger of our times.
EU citizens are mistrustful of the EU apparatus, and should on the contrary be more optimistic about the future of the EU
Differences make us richer, perseverance has always the best
People should buy EU labeled products
The message was clear.
Love wins it all
"Love always wins (but you should marry)
Make babies for your country
Women should follow their husband's career and give up on their passions"
diversity is richness
A lot of visitors focused on the love story itself and wanted to see a happy end for the couple.
White people go to africa to solve their problems.
Sylvia's initial resistance to Alex's help, reminds the EU citizens' refuse towards the application of some EU policies which might

positively impact their lives.
engagement in your community regardless of the profession
Tradition combining with innovation
"It is also a nice love story - without thinking about EU, bread and messages. Great music and colors ;-)
""We can overcome the challenges together"" - that it is the idea that for me stands behind the EU."
Love among europeans and the opportunity to move inside Europe
European union as peaceful place
Love wins!
Love or helping each other always solves the problems.
Possibility of existence of sustainable self-efficient communities.
Honey is the key for making a good bread
climatic changes
Cooperation isn't just something that happens snapping two fingers, it's something that is achieved through getting to know, trust and respect the other part. I believe this is very well rapresented in the film as it goes even beyond that. The two characters at first are reluctant even to have a normal and nice convesation. I think Sylvia, which is the science party, feels too proud to admit that she is not capable of doing something on her own, she is ashamed of herself for not been able to make decent bread alone. However, Alex and Sylvia eventually have the chance to see the good qualities of one another and end up loving each other, and love not only does imply all the above (awareness, trust and respect), but it also adds the strenght of a stronger and deeper feeling of affection.
Everything was properly conveyed except one important thing about sharing . if you would have showed something about excess food being shared to other poor countries it would have been really sensible and would have shown EU that it cares nitnjust EU but even other countries when needed.
Difference becomes strengh.
"I would have linked the movie to the EU in a more obvious manner... A lot of people didn't even get the link...
the movie was nice, but mainly focused on entertainment then on teaching citizens about the EU."
Despite the culture differences of their backgrounds, different parties can learn to work together and do it successfully.
The fact that we a different,but if we have good will we can overcome the difficulties and make miracles happen.
The cooperation is also in a "human scale", not only personal selfish purposes but also friendship goals. Cooperation is not between workers but between people.
Love conquers anything
EU strongly believes in scientific research...
visitors usually thought the movie was about a love story without a particular message related to EU
Love story shared between people of different backgrounds.
Love and piece.
opposites attract
We are not aware what is going to happen to the nature in the future, a lot of people don't care about it. (Because Sylvia's presentation was not interesting for the audience)
The idea of a cosmpolitan Europe as a country for all citizens
love
Hygiene, love to make food and renewable energies are the messages that came through the clearest in the film
Cooperation and mutual supporto could also benefit the everyday life

of European citizens
the relationship between people
All the options above, in my opinion did not represented the message in good way. Another message could be people need to cooperate to succed, not related to EU or EU countries
I did not appreciate the film for its content, and I think a lot was lacking. This states, I do think that the ecological theme was present in the film, when the village was at risk of being flooded. This is especially important as the flood risks is very real for many of the citizens of the EU and that these floods risks have been worsening due to global warming.
If we met someone more expert than us about something, we must have a step back and let him take the control to hel usp
Old people are always right. Trust old people (they have lived the world wars, so they are the best people to explain why we need an Union)
Love between two people is the most beautiful thing
sexism
nothing else
Share humanity.....
The ear is also the symbol of union because is composed by little pieces that cooperate together
"...two different people work together and make something good
...the woman , even a science, can do nothing without the man's help."
Appreciation of one another is the key for a successful EU
Not only in Ue cooperation is important
I would have thought about the importance of intercultural awareness and the spread of foreign languages in order to communicate better
It conveyed quite a bit of gender stereotypes that clash with the general "modernity" message
That the importance of food, especially in Europe, tends to bring people together.
Love is needed to make things work.
Love is the unification of the EU
Live recreation, for humans and animals ...

Q: To what extent do you agree that the film gives a positive impression of the EU?

Positive impression of EU	Freq.	Per cent
Fully agree	117	27.7
Agree	221	52.4
Neither agree nor disagree	78	18.5
Disagree	5	1.2
Fully disagree	1	0.2
Total	422	100.0

Q: Please feel free to explain your answer

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Positive impression of the EU
The whole pavilion, with it's friendly atmosphere, gave a nice impression of the EU.
It's funny and it leaves a good feeling in everyone who watches it. It's easy to understand the message if you pay attention. It fits the motto of the EU "United in diversity".
As I said, the film in itself it is not self-explanatory. To understand that it is linked to the EU and why the EU is importan in that story, you mostly need an explanation.
Even though it conveyed its message, 90% of the visitors didn't get it, or misinterpreted it since they were little kids.
I don't think that the movie expresses any kind of opinion of the EU; it's quite off topic in my eyes, and underestimates the capacity of visitors to grasp the role of the EU regarding food policy and research in that matter
I didn't like it. No useful and more practical infos about eu
It's a peaceful cartoon, it makes you believe that cooperation it's possible, and that the EU is the demonstration of it.
I think it was for children
The love story between Sylvia and Alex impact the visitors emotional state, arising positive feelings which might influence their opinions towards the EU countries' values.
I do not think that the messages are clear to everyone, post-show should have addressed them more deeply
In my opinion the film was fun but couldn't really convey a message.
I am not sure if most of the people got the message which was intended to deliver. It was hard to draw conclusion from the animated love story to the achievements of the EU.
Is not a film rhat should represent EU people from 14 - 30 didn't like the idea generally
I fully agree because the film is about something we could really experience in everyday life
At certain points, the metaphor should have been clearer.
Love, food, happy end, ... give a positive image.
I think the film doesn't represent European Union as a politic, economic and cultural space but as an uniform space where science and ttadition can helo to find all solutions
I believe that without the explanation from the volunteers the main messages were not that clear. Especially for children, who were the main audience, the story left more the impression of a love story between a weak woman and a strong man, that both leave happily ever after getting married.
It underlines the efforts of the EU in order to put together all its member countries by trying to make them work together in order to reach a common aim.
It is too "kids-oriented"
The movie was more of story than giving actual idea about the EU
the film could have been about a lot of other topics without changing it at all
I think the message of the film is really clear and reassuring: sometimes if you want to solve a problem that you're not able to confront on your own you can't count only on yourself, but you have

Positive impression of the EU
to accept help from the others. Because sometimes working together is the answer and the solution
There was this hidden propaganda that Alex and Sylwia should have children and it also promoted a very traditional way of family and community.
It was simple but very clear
I agree because at the end there is a correlation between eu and the film.However there isnt so clear the correlation throughout the film,so the impression come after
The pavilion was modern, highly technological, nice, efficient etc.
I agree that the film gives a positive impression on the EU regarding food policies but it highlights only positive aspects of the role of the EU and not other controversies or negative aspects that people also should be informed of.
I felt that giving a positive impression of the EU was not the primary message transmitted by the film.
visitors barely understood the film was connected to the EU if not clearly explained by volunteers
too symbolic for people who are tired after walking
The film was really great. The people leaving the main show looked satisfied and the impressions they gave of the film afterwards in the pos-show where really positive.
Animation softend EU's serious attitude :)
Because it was only a story about bread, love, science and agriculture
The European Union didn't play much of a role
I dont give, in my opinion, any inoression of the EU
Because film shows that Europe must work with all of the citizens as in real life
The film was destined to children, and remotely suggests the idea of convergence of the scientific policies of the EU to enhance its food producing sectors. Although children looked like they enjoyed themselves, which is I am sure one of the aim of the film, it was a blatant disappointment for any one with genuine interest in the matter (which would be any citizen of the EU, or any direct or indirect person who will be influenced by these policy, therefore every adult really).
I think you can get a positive impression of the EU in the content centre where you can see how the EU deal with the food policy and help its citizens and also support humanitarian aid. The film is a love story, it's hard to definite the background message.
Without the explanation and the interpretation given by the volunteers, I think that visitors would have considered "The Golden Ear" as a film for children.
It may give a positive impression of the EU to children, but not to adults as well. It should have been a film intended to a greater audience and not just families with kids and schools.
because it doesn't focus on what the eu does
It gives a positive impression of the EU but for children, and we need to educate young people, but we also need to re-educate adults and let them know that EU is a fact and we are all part of this reality, we just need to get to know it better.
Most of people when coming out from the show room wasn't satisfied
not everybody understand the real message of the film
I think it is a bit not related to the impression of EU
it does, but most people don't get it by themselves. Even though it's

Positive impression of the EU
explained before the pre show starts, people will just think that the show was a love story, we needed to make everything clear in the content centre
There were definitely positive introduction of the EU policies related to food consumption and I liked the pre-show area and videos where almost all countries were represented by ordinary people.
It's clear.
It did give a positive impression, but many visitors wondered what it had to do with the EU, I think the connection between the story and the EU was too subtle
The idea of cooperation in fully conveyed but some visitors didn't understand that Alex and Sylvia are the representation of two EU citizens in general
I think the film was too complex for many to clearly see the relation of it with the EU.
Seeing the faces of visitor I fully agree.
I think that the film gives an overall positive impression because it represents the EU not only as a bureaucratic and boring institution, but as something more, that brings people and countries together, as I think it does. However, I also think that the audience might have interpreted the film as a video created only for children, and therefore I don't think that they concentrated on understanding the message that actually the EU itself wanted to convey. I think the impression could have been positive, but some people might have also not taken it seriously enough.
rarely people can match the story with the EU
I think it's a film made for the a children's experience. The message about EU don't go directly to an adult person.
The movie is funny and therefore it gives a very relaxed and positive view of the EU.
a good idea to speak to the heart of Europe
It's a positive impression, a bit unrealistic and naive though. As if everything can and will be easily solved.

Q: Since you last where at the European Union pavilion, did you do any of the following things? Please select all that apply.

Actions after the visit	Freq.	Per cent
Told others about things you heard/learned about the European Union at the pavilion	322	77.2
Recommended others to visit the European Union pavilion	357	85.6
Looked for more information on things you heard/learned at the pavilion	158	37.9
Visited the European Union pavilion's website (to see the website click here)	139	33.3
Looked for the film "The Golden Ear" online	118	28.3
Other, please specify (see below)	20	4.8
Total	417	100.0

Q: Other, please specify:

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Actions after the visit
I made a video on the EU Pavillion
None of the above because I think it was just a great experience but nothing connected to the fact that it was the European pavilion.
Follow the European Union pavilion facebook page
Downloaded the songs from the movie
I explained what I did in the pavilion and the system of recruiting volunteers.
created audio and written materials for disabled people (we were a group of five that handled the whole project) - just for the record we did not receive any neither a response nor a certification of the high quality work we produced
Visited JRC-sylvia' s lab at ISPRA
checked instagram updates
Tell my very positive experience at the EU Pavillion and Expo
I am now thanks to the experience in the pavillion more interested in the UE policies and in my role as a UE citizen
used all the tools of the pavillion
Returned to the EU pavillion to see how it is going on, I feel bound to this pavillion
Tried to download the soundtrack as my alarm ring ☺
Looking for the interior queue music and put it as alarm
I gave information about the history of the European Union
Worked for refugees (while the EU was only speaking)
downloaded the ringtone of the golden ear
Visited more .eu sites to find out more about the EU (institutions, programmes, job opportunities, etc.)
Tried to find the music which is played in the exterior and interior que.
Researched the CAP introduced in 1962 since being a very controversial policy before various reforms which was hardly mentioned in the pavillion

Q: Do you think that the European Union should be present in future World Expos?

Positive impression of EU	Freq.	Per cent
Yes	378	89.2
Maybe	37	8.7
No	3	0.7
Don't know	6	1.4
Total	422	100.0

Q: Please feel free to explain your answer

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Presence in future Expos
I would be very pleased to be able to participate in the future Expos as a volunteer of EU Pavilion.
In my opinion it's essential for the EU to participate in these kind of events, because it shows that it's something "real" rather than just an abstract supranational layer regulating policy and economic issues between the 28 member states.
The European Union is a global actor and an important one so it's good to show to the world how it contributes to international development and sustainability.
More interactive experiences not just look a film.
It plays a major role in global policy-making
Yes, if the World Expos is held in the EU, for sure. I don't know about other non-Eu countries as hosts.
In a different way especially because next expo is going to be in Baku so probably should try to be a big pavillion trying to represent all the different souls of eu
YES. But maybe offer less childish content in addition to the kind of content we could see this year. Lots of people weren't satisfied of their visit because of that kind of content
I think that Europe must reinforce his position so it is better speak about its role and its objectives
Because EU represents many cultures and we need to start feeling all more European too!
Definitely! I feel like the EU should seize more future opportunities to present itself to the world, to the general public...
In my opinion, European Pavilion had a great idea recruiting young and international volunteers, showing how important their role is in the futre of the UE
It helps the citizens and also other nations to perceive EU as a unified community and it shows the cooperation between the individual states and their work and also the work of the EU's institutions. It is important for the EU's citizens to be informed about the EU's work.
It is a good opportunity to present the work that is done since there are many visitors from different countries in these events.
It should appear more serious and practically committed. Data and real figures would help.
The presence of EU pavilion in future World Expos is necessary to strengthen and empower its reputation worldwide.
Definitely, but it should learn from its mistakes at Expo 2015.
The whole concept of EXPO is hardly justifiable from a moral point of view. I only appreciated pavillions that tried to inform vistors about the actual topic of EXPO instead of only making propaganda. A better version of the EU, that actually could have suggested solutions for solving problems like food insecurity etc. should definitely keep participating at EXPO as a contrast to the commercial propaganda. Having seen all those great volunteers I strongly hope we will have this better version of the EU in the future.
But depending on the budget...
I believe the EU is pivotal as individual political and economic agent. This would be a first sign of recognition not only for the other

Presence in future Expos

international players, but first of all for the European Countries themselves. I strongly contend that World Expos (particularly if beyond EU's borders) should include the EU.

If it wants to position itself as regional and international organization, it has to explain to the world citizens its policies and actions. It is easier to believe in some idea/organization if you are familiar with its goals, priorities, policies and actions. That is why Erasmus is so popular - because it is a good practice and everyone wants to implement it.

But in a different way

Important institution for the cooperation of Europe.

EU for me is an institution of cooperation and control, and should be represented by the members not by itself

The EU is too important in terms of culture, values, and economy

We have to show European union as one and that together we can do a better work and make a better world

It's an important institution and it's important to have it in any future expo

It's crucial for the EU to address all those issues which are at the core of future EXPOs

Of course! It is very important because it is a very big institution.

I think European Union is a very important actor in innovation and development cooperation. The presence of EU is essential to participate to the understanding of his role.

Because the most important message, for me is tell European citizens and learn this in all countries of the world

for sure yes, it's a good way and an opportunity to promote the Union

I believe that EXPOs are a huge opportunity for countries, organizations and companies to present themselves. Plenty of people are open to receive messages and information from them. I believe that EU should be present as a model of international cooperation. This is vital not only for the EU but also for the EXPOs in general, so as they do not end up only as an opportunity to over-promote single countries with the main goal of reinforcing their brand, but also to promote causes and ideas.

Yes, of course because it represents one of the most important unions in the world.

It's an existing entity and we are all part of it, nonetheless I'd rather we don't just convey a wonderful message, but we actually start really behaving in the same way that the idealistic film pictures us to be. So let's show the World what we have and what we are doing but make fiction become reality, make things come true.

With more information on how EU is working for the growth of Europe

I think the European Union should be present in future World Expos because it really embodies the theme of cooperation and peace which are necessary to make people aware of the importance of working together and confronting the difficult realities that our world is now facing. Because if common people are informed, it will be possible to increase common sense, responsibility and awareness

Yes EU should be present and open for all EU citizens to become a volunteer, not only young people (age discrimination).

Definitely, it boosts the ideas of EU.

Interaction with public especially at such a large event cannot be passed over

Yes, because it is an important entity in the world. It can represent all the European Nations in a unified way. EU has a key role for the

Presence in future Expos
cooperation in the different sectors.
EU need to be concrete and not abstract.
It's mandatory EU become closer to citizens and the Expo is a great opportunity to show that we don't belong to an ivory tower.
The mere presence brings good vibes about the EU, and no one wants to be asking "why isn't the EU here?" like I was asked so many times "why isn't Finland in the EXPO?" I felt bad all the time and I still don't know why.
The European Union has so much to share to the world and I think that many other countries should follow the ideals that underlie the EU.
Eu is the most successful supranational regional cooperation so far and it has to prevail its international impact through worldwide events
The EU presence is most important for the world, because it is one of the most important institutions.
To show case more about Europe, who they are and what they do to assist the world in achieving the MDG goals and Sustainability goals.
"Of course yes! I totally agree with the idea that all of us in our countries are part of something bigger, that bounds us all together, fosters the communication and cooperation between us.
I think that beside the wonderful particularities of the different countries at the EU, at the core there are more similarities between us than differences and that working together in a situation where every country gives the best it has is the only way to really achieve important and necessary changes in Europe and the whole world.
Definitely yes,because the EU has a lot of things to show.
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I need EU need to make more and more contants with regular citizens, to make them trust in it and feel "closer" to the idea of European countries united
Again, I will be critical of the presence of the European Union at EXPO 2015, and in my humble opinion it would in no way qualify as a success. However, because the EU is so important for virtually all themes, it has a legitimate place in the Expos. Yet, the conservative and dull approach that was taken during the Expo 2015 should be an example to learn from. I understand that the EU is a non qualified political object and should seek to have conservative display of its actions, to not shock the public opinion by displaying mismanagement of the taxes it receives. Yet, the image that the EU pavilion gave was surely a negative, Hollywood based infantilising cartoon (which I found shocking that the organisers pride themselves of doing the cartoon on the states, we have perfectly competitive cinematographic industry in Europe and many animations skilled talents).
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us, young volunteers to participate. In this case EU could be closer to the citizens' heart, showing how makes our lifes better, more peaceful, more european in many fields.

Yes, I think that the decision to take part in the Expo 2015 was a great idea. The EU should let the citizens know how she acts in world's scenery and let them really feel part of a real union.

We have much teach to the rest of the planet in terms of environmental policies and peace.

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EU is an international actor who works in many fields in the interests of European and cooperates for the international peace keeping.

I hope there will be a EU to show in future expos

I think that is important that they continue showing or/and somehow telling people what they actually do. I have the perception that a lot of people still don't know what the EU is really about.

EU needs to promote itself as it's not so popular to some kind of people, even the european ones. So, future world expos will be a good chance to increase EU popularity .

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I think it could have been a better pavilion. At least a flag at the front of the building so the visitors can see what the building was.

Yes but in a different way. You can try to show messages and politics in a funny way but maybe in a "more adult way"

If the EU has a real pavilion with a good contents yes. Otherwise, it's a waste of time, of money and a very bad advertising because for Expo Milano, the EU pavilion was ridiculous.

Definitely yes, but I would emphasize the promotion of the EU identity more clearly. There need to be focus on the one EU common ground in order to unite people from different countries. Each individual have their own national identity but usualy do not identify with the EU identity because there is no clear definition. Therefore, the EU cultural policies should focus on this matter.

i believe it is very hard to be present at such an event, due to the type of people that are coming, the amount of „entertainment" and seriousness you need to provide, as well conveying your message in the best way possible. I believe that visitors felt a bit closer to the EU, but I am not sure that they understood that the EU's purpose was to be closer to its people. Therefore, I believe that the EU should continue to participate in future expos in order to permanently send a message of confidence and closeness to its people.

It's a nice story and also gives a cute message more than it was fantastic entertaining

I hope one day there will be the United States of Europe pavilion.

I think the EXPO was a great opportunity for the EU to bring young European citizens together - thus promoting the union itself. I think if the EU participates in the future EXPOs then it can get a strong young supporter layer among European citizens. On the other hand I think for the visitors didn't really link the experience in the pavilion with the union itself.

EU should be an important political entity in the world. Its presence at world EXPOs is necessary to convey this message

I loved volunteering for the European Pavillion and I would repeat

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for sure!
It helps representing the European Union in an international setting as more than a theoretical and powerless organization, laying the base for future evolution of the EU as a confederation-like institution.
It's an important Union and deserves to be represented
Yes. I think it definitely should. But I think it should come out with much more striking ideas - by tackling topics such as the European identity, young people in Europe, Erasmus, languages, cultural differences - and then, of course, add a part about the policies and projects of the EU, even though they should not make the pavilion just another reflection of the EU Institutions. I really like the idea of the film 'The Golden Ear', however, I think that next time the EU should really dare to invent something even more unusual, but always remaining clear and straight to the point.
Yes, just next time it would be better to focus on the topic and make the pavilion more scientifically oriented with important achievements.
Being at such events is a good opportunity to present the EU's positions and policies to the world as well as to bring it closer to its citizens.
I feel it is indeed a good way to make the EU more approachable to both adults and children. But in order to make the EU understandable there should be more information about their actual policies and structures during the main part of the show.
Because not many people know what's going on into the European Parliament in Bruxelles, so I think it could be pretty useful.
"Absolutely yes. EU is one of the most important institution of the world.
She need to be present in astana 2017 and show her policies about future energy!"
The EU must be present in other EXPOs because the visitors need to feel its presence not only as a strange political entity, but also as something that can really help ordinary people.
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Absolutely, and to a greater extent!

Q: Overall, how satisfied you are with your experience volunteering at the EU pavilion?

Experience volunteering at EU pavilion	Freq.	Per cent
Very satisfied	264	68.4
Satisfied	113	29.3
Dissatisfied	6	1.6
Very dissatisfied	1	0.3
Don't know	2	0.5
Total	386	100.0

Q: Please feel free to explain your answer

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Experience volunteering at EU pavilion
Not connected at all with the real EU politics
There was some miscommunication and lack of organization at times satisfied, but expected it to be more challenging
The experience with the other volunteers was amazing!
I am fairly satisfied with my experience. I was disappointed by the level of coverage the experience brought. More advertisement ought to be done and I contend that a more complex (not necessarily longer) experience is required in order to compete with other/more luxurious experiences which clearly attracted the majority of the visitors given the time-constraints of the overall Expo's experience.
I had the opportunity to see every part of the EU pavilion, to understand how it works, to welcome the visitors and to coordinate the volunteers. Also I had enough time to experience the rest of Expo and Milano, to have fun, to enjoy free time.
Internal communication was quite bad: volunteers didn't know about the events nor who was coming. Amadeus who ran the pavilion also had no clue who visitors from the EU were. Without this information it is hard to provide tailored customer hospitality
Not at all, the activity there was not organized and in the first period we didn't work due too internal delay
I had the opportunity to test my self as a European citizen.
I spent 14 days with a nice team of volunteers from all around the world, we worked in team and we learnt a lot abojt each other in few time, I did various tasks ad I surpass some of my fears during this volunteering. That's why I m very satisfied about my experience in the EU pavilion.
It was awesome!
I met Young people who were experiencing EU just like me and I really felt at home with them and in general in the Eu Pavilion, thanks to our team leader and DOMs.
I am very satisfied, because the other volunteers were great. But I would have wished a bigger financial support from the EU to cover travel expenses (the amount was to small for people coming from outside of Italy) and information, whether somebody was recruited

Experience volunteering at EU pavilion

or not was to short (only two weeks this also lead to more expensive plane tickets etc). Dormitory Rippamonti was to far from Expo site.

Everything was amazing, an experience i will never forget. It was really what i was lookig for..it made me feel alive and so enthusiastic.

I am extremely satisfied with my experience. Though the actual work was slightly repetitive at times, the two weeks have been amazing: I have made many new friends with whom I shared many things in common and, equally important, I felt that I was giving my contribuition to make the EXPO event the incredible event it has been.

Because I learnt lot of things. The most important thing is that now I believe bit in myself

It was an experience I will never forget, a fulfilled dream. I wanted to know how a big event was, where the whole world meets in one place (and what a place Milano!) and that opportunity was given by the EU. I'll be forever grateful for how perfectly was everything organized and of course for meeting incredible people from all over the world that in two weeks became as all live long friends. Thank you very much!

Because now I know other 65 people that live in Europe and I have the opportunity to chat with them by Internet

With all the things that happend, that I saw, people I met, one of the best experince ever for me.

I'm satisfied 'cause this work gave me an opportunity to meet different people and improve my personal capacities

Very satisfied. I would go back if I could. I think this experience made me change my way of seen things and I learned that if I don't take risks I'll never get what I want.

Till now I didn't get my travel expenses back□

All in all I was really satisfied. I met a lot of people from all around Europe, I got new friends, I got to practice my Italian. It has been one of the best experiences in my life. The only thing I didn't like was that we were all exhausted and therefore missed out on some things, because we had to walk half an hour from the station every morning and every afternoon, and the public transportation took 1,5 hours of our time, every single day.

It was enjoyable

I met truly amazing and open-minded, forward-looking people, got to experience a huge high quality event and I managed to contribute to making it a success myself also. I enjoyed learning about the EU as well.

I had the possibility to meet new people and to learn how to work with them. Moreover I visisted EXPO for free and gained some new experiences.

Amazing. Incredible. Cooperation between people came from different EU countries.

it was a unique opportunity to work with something concrete for the European Union and I wanted to do more

Q: Volunteering is supposed to be a fun and rewarding experience. How satisfied are with the benefits of your volunteering experience?

Benefits	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Don't Know	N=
'Tangible' benefits obtained for being a volunteer (i.e. tablet, free pass to Expo, certificate of volunteering experience)	252 (61.3%)	139 (33.8%)	14 (3.4%)	4 (1.0%)	2 (0.5%)	411
'Intangible' benefits obtained for being a volunteer (i.e. opportunity to learn, discover, participate, meet people, etc.)	317 (76.9%)	81 (19.7%)	11 (2.7%)	3 (0.7%)	0 (0.0%)	412

Q: Feel free to add your comments on the issues above.

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Benefits
I thought it was useful to be paid, for a question of dignity
I still haven't received the document saying of qualities I have gained and I still haven't received my travel reimbursement.
The intangible benefits were definitely what made this volunteering experience worth it. I bonded with my fellow European colleagues and worked in a fantastic team, with a fantastic atmosphere.
I particularly loved the interactive course on EU institutions and policies.
Also the opportunity to run the whole pavilion - unforgettable! This is the best example of youth empowerment.
My plane ticket was about 100€ more expensive than the refund
"accommodation is far from Expo ;
reimbursement could be higher"
I've really loved this experience
I would have liked a stronger net for those taking part in this project
It was well-organized, we got refunded for our fees, we had one meal a day, what else could we have asked for?
"Tangible' benefits: As you may know, the volunteers were noticed for the approval of their participation 11 days before the beginning of the period. This made everyone living outside Milan to have to cover a big cost of itinerary, when the maximum amount of cost covered was 100e. Unfortunately, as volunteers we may received tangible benefits but we had to pay for them in another way because of lack of organization by your side.
Also, the certificate is inadequate to be used from anyone. It does not specify the responsibilities or the positions held. Unfortunately it looks like a children's nursery school certificate. "

Benefits
One month after the end of my experience (6-19 October) no one has received the certificate
This was one of the amazing volunteering experience of my life
I would have liked to discuss certain topics with other volunteers and EU employees, representatives...
I really appreciated this experience because I was given the chance to actively experience projects and activities promoted by the European Union because it is really important to be an active participant
There should have been more food vouchers. Where I come from we eat 5 meals per day not only once. EU could have organized city pass straight away for all volunteers and not only reimburse costs, which might also would have saved the EU some money since they would have been able to negotiate some discount from the public transports of the city of Milan.
I did not expect any tangible benefits and so those were a bonus for me. I value the intangible benefits
"I haven't gotten my volunteering experience certificate yet.
I expected the pavilion to give us more information about other conferences and events held in the pavilion (at least) "
This experience gave me a lot in terms of "intangible" benefits, I had the opportunity to meet people, work in an international team, learn more about the EU policies and give my contribution to the EU and Expo in general. Material benefits were a plus to what I gained personally.
I know its volunteering but just one meal each day and a tablet its not enough
At least for me the experience was a well balanced on what I had to do to what I gained.
I gained way more intangible benefits than I was expecting at first and this is, looking back, what has made my experience truly remarkable.
"There should have been more collaboration between the EU pavillions and other pavillions.
There should have better communication on the conferences/meetings/workshops that were taking place in the EU pavillion and expo."
I don't know how answer the first sentence because I don't care to obtain objects in return but take home a million of experiences
I loved this experience!
All the benefits were more than I expected and I was very surprised and pleased
Absolutely the best experience of my life, so far
Although the EU pavilion was poor of content and frustrating to work for, as I have extensively explained beforehand, the EU pavilion was one of the best experiences I had from my summer. The teams were full of young, interesting and enthusiastic people, and the benefits were very pleasant.
I feel myself very lucky to had the opportunity to participate in such a big event. The other volunteers from all over Europe became my family for 2 weeks, their personal stories and life experiences made me more motivated and extroverted. All the people in the EU pavilion's staff are great people.
I wished to learn more about European Union policy on Food, Sustainability and Agriculture
I didn't get my certificate yet.
I think that meals should be all paid for volunteers. I am sure for EU

Benefits

was a great advantage to have volunteers and not workers so it could have been really nice to have at least all meals paid, as sense of recognition.

Accommodation was very far away and inconvenient without dishes and such, but that's a minor issue, it was great to get accommodation.

i did not have any free pass to expo. The rules have changed after my shift and that's not really normal.

One of my interests was to participate in talks about the EU policies and other interesting presentations and talks. I was also interested who designed the EU show, what people stand behind this project. However I have not been given any further information about it.

i wasn't able to receive my reimbursement

I hoped the experience would be a bit more demanding and that I would learn more about the EU policies, other than that I am satisfied

The most important, surprising and absolutely amazing thing for me that I took from this volunteering experience was the immense support of all my colleagues and the team of the EU Pavilion.

I especially enjoyed spending time with people from my shift, because they had various academic backgrounds and nationalities and were great colleagues to work with, as well as inspiring people to spend time outside Expo.

I'm really glad of the opportunity I was given, it was one of the best experience in my life, chiefly because I felt part of a worldwide event and contributed to its success.

Certificate should probably explain what it is actually for/should describe the work done and skill learned.

It was my first time as a volunteer, and I didn't know what to expect, but the result is very good and I'm really happy about this experience!

It would be better to have at least two meals a day instead of one, since they didn't pay us at all. Also the reimbursement, was equal for everyone of us, without considering that some people gained something, while others lost out some money.

Great selection of different volunteers

Q: These statements touch on how you experienced the day-to-day work. How satisfied are you with...

Day-to-day work	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	N=
Training offered to you before being assigned to the different tasks	130 (31.8%)	209 (51.1%)	62 (15.2%)	6 (1.5%)	411
Type of tasks assigned to you	149 (36.1%)	230 (55.7%)	32 (7.7%)	2 (0.5%)	409
How Duty Operation Managers and other pavilion staff dealt with complex or unexpected events	163 (39.9%)	197 (48.2%)	41 (10.0%)	9 (2.2%)	409
Number of tasks in time allocated	191 (46.0%)	194 (46.7%)	30 (7.2%)	1 (0.2%)	415
How you dealt with complex or unexpected events	195 (47.6%)	198 (48.3%)	16 (3.9%)	1 (0.2%)	410
Communication and interaction with visitors	209 (50.4%)	188 (45.3%)	16 (3.9%)	2 (0.5%)	415
How volunteers worked together to deliver a good visitor experience	288 (69.4%)	115 (27.7%)	11 (2.7%)	1 (0.2%)	415
Communication and interaction with other volunteers	294 (70.8%)	116 (28.0%)	4 (1.0%)	2 (0.5%)	415
Communication and interaction with the Duty Operation Managers (DOMs)	195 (47.1%)	187 (45.2%)	29 (7.0%)	4 (1.0%)	414

Q: Feel free to add your comments on the issues above.

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Day-to-day work
I noticed a lack of communication between staff and volunteers, and a lack of initial training! But overall very good
I believe the internal organization and the training must be improved
I couldn't do some tasks as I don't speak Italian. One of DOMs was

Day-to-day work

really tough and sometimes unfriendly. One of team members was not doing her tasks properly and she never joined the team for dinner or party together.

Unfortunately most of the time the duty operator and the volunteers i was with explained and talked in Italian most of the time

This experience allowed me to get aware of skills I previously thought I didn't have.

Some DOMs were great, others not.

The Dom did a great job. Not like some people upstairs.

Just the only thing I would have there the team leader who has the ability of leading. I think ours was selected randomly and we mostly volunteers exposed.

The communication with DOM and other volunteers was perfect. The other teams in the pavilion (especially event management team) did not realize that we are one team - we are helping them and they are helping us. Sad for the visitors' experience (we were not briefed for most of the events that were happening on the second floor).

Doms seem to not be experienced managers. Bad internal communication, not enough variety in tasks

Our duties were not assigned to us "fairly" but rather following a "first come, first serve" concept.. It would have been nice to get the same chance of getting a new duty on a new day

language barrier (i don't speak Italian)

Such a great experience! And we've had the best DOMs. Whole team was perfect.

As VTL during my shift, I had the chance to develop very fruitful collaboration with both the DOMs and the volunteers.

Very few Italians speak English and it is a handicap when you personally don't speak Italian... It makes it hard to communicate! Some Italians were upset that we couldn't speak their language.

I was disappointed about the formation we received before starting the volunteering. Formation online was very complete and interesting but the formation we received the day we started the volunteering wasn't enough for me to ensure the most satisfied experience to the visitors

Some Doms (2 of them)/gave contradictory indications. Seem that these 2, didn't give value to the work of volunteer

some people were not really able to work in a team but it's always like this

Really Felt Thanks to EU Pavilion for the opportunity I had to be known with so marvelous people: both staff and other volunteers, particularly my shift.

I didn't like to sit in the main show so I was happy that I was able to do promotion or ext. queue most of the time.

I felt that the online training was not made so well as it contained many things that I felt were of very little relevance.

Dissatisfied with the communication between DOMS

misunderstandings with the supervisors, e.g. Angela, when she favored one DOM over the other and gave some groups special privileges - unfair

The communication issues were because of language barriers as I don't speak Italian. That visitors didn't speak/understand/listen to English I could understand to some extent, but it was really annoying when the DOM didn't speak English.

Some volunteers didn't want to do anything.

I appreciate how volunteers worked together, but I wasn't fully satisfied with the choice of the Team Leader (to my advice, our shift's TL was too young and not very responsible).

Day-to-day work

Fantastic team!

Regarding the DOMs there is an exception. There was a DOM, a female, quite big, I think her name is Manuela, I know that now she isn't there anymore, she was totally unsuitable for that role, she probably neither understood what she had to do, besides the fact that she can speak in english less than most of us.

I was a fist group of people, so everything was a little bit clumsy, but I cant say I was not satisfied in any way

Some DOMs were really nice people, others didn't get that we were there volunteering and that at 9.30 p.m. we would like to go to have dinner if there is nobody getting into the pavilion

For me as a non-italian speaker was really difficult to introduce our pavilion to Italians visitors who represented the majority of visitors and they were pretty impolite and aggressive if i was not speaking Italian anf in this point I felt a little useless because Italian language was needed for almost every position.

It was a memorable and great experience. No complaints whatsoever with regards to my volunteering experience.

I think there were DOMs more expert than others. A big issue we faced is that that they had different ways of thinking how the EU pavilion should have been managed and so we got confused on some directions. Basically, there were a luck of communication/coordination between different DOMs.

I don't speak Italian, that was a problem I didn't recognise as this big ahead.

One DOM was really disrespectful and unpleasant

My team had problems with one female DOM. All the others were very good, though. My team leader Davide was a brilliant guy.

Maybe pre and main show tasks dont need a volunter

There were quite some language mistakes in the online training course.

Let volunteers choose daily posititions every day.

The problem with communicating with visitors was that they were mostly italian, but there were only a few Italian speakers and, while foreigners didn't have to possibility to talk and interacting, Italians had to work harder to cover all the visitors.

Some volunteers went out from the pavillion just to see some celebrities or especial events, leaving alone their mates. It happened almost every day.

Q: We want to know what the main things you took away from your volunteering experience. To what extent do you agree or don't agree with the below statements?

Effects of the experience	Fully agree	Agree	Neither agree nor disagree	Disagree	Fully disagree	N=
I made new contacts for future working opportunities	50 (12.0%)	102 (24.6%)	175 (42.2%)	67 (16.1%)	21 (5.1%)	415
It inspired me to pursue a possible career in the European Commission	113 (27.3%)	133 (32.1%)	119 (28.7%)	33 (8.0%)	16 (3.9%)	414
I gained better understanding of what the European Union is doing in relation to food and sustainability	120 (29.0%)	172 (41.5%)	91 (22.0%)	21 (5.1%)	10 (2.4%)	414
I gained additional working skills and experience	186 (44.9%)	177 (42.8%)	39 (9.4%)	11 (2.7%)	1 (0.2%)	414
I made new friends in various European countries	264 (63.6%)	119 (28.7%)	24 (5.8%)	7 (1.7%)	1 (0.2%)	415

Q: If you feel that the options above do not capture your experience, please feel free to add your own reflections in the text box below.

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Effects of the experience
I think member of Commissions have not been so friendly in terms of human contact. Someone felt a God
"Personally my big dream for the future is to become part of European institutions. This is mostly the reason why I strongly wanted to volunteer in this pavilion and not just on the decumano.
Unfortunately this experience has been a bit useless for this goal , even if I met really nice people. It is important to make young people feel part of Europe. "
We didn't had the chance to really learn about EU from the Commission. The only one who gave us some experiences about how is hard and great to work for the EU was Mr. Giancarlo Caratti. The others just ignored all the volunteers, we were just unpaid young people to them.
The biggest experience I got is inspiration. Inspiration for actions, dreams, curiosity..
No. 2 and 6 is the same, justify.
My comparing skills came one step high.
I was already dreaming of an eu career before becoming a volunteer

Effects of the experience
we were told to be able to participate in some events but noone ever told us about it afterwards, that was a little bit disappointing
It encouraged me to pursue master studies in international sustainable resource management.
It has made me appreciate the EU much more than before.
European Union is a subject I study at university and I keep informed about its policies in ever field, so the question number five was answered that way cause I didn't learn anything I didn't already know
The volunteers were not exposed to any of the staff above operation managers of the pavilion. It is quite difficult to discern the type of experience or career may have at the European Commission when the opportunity to truly 'network' was not enabled.
due to the fact that we were never informed on conferences or other events where we could have participated in, in order to meet people with whom we could have possibly worked with, I was a bit disappointed
I would really love to work again for EU organs and institutions! When I applied for the volunteering my opinion about EU was very high; after this experience it has improved even more.
The question does not contemplate the possibility that one's work will not involve the EU except extraordinary or unusual circumstances
Inspired me to participate more in volunteering.

Q: Thinking about your experience as volunteer in the EU pavilion, how likely it is that you would recommend a friend / relative to participate in future volunteering programmes organised by the European Union? Please use a scale from 0 to 10 where "10" is extremely likely and "0" is extremely unlikely.

Volunteer NPS	Freq.	Per cent
10	172	41.5
9	73	17.6
8	78	18.8
7	38	9.2
6	13	3.1
5	27	6.5
4	3	0.7
3	7	1.7
2	1	0.2
1	2	0.5
0	0	0.0
Total	414	100.0

Promoters	59.2
Passives	12.8
Detractors	28.0
NPS score	46.4

Q: What are the most important actions that can be taken to improve the volunteering programme?

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Improvements to the volunteering programme
Volunteers should be more flexible with changing the shifts as well as be informed much earlier that their application for volunteer experience is approved.
I think a brief on-site training would be more effective than the boring and repetitive online training, especially with regard to the structure and tasks related directly with the pavilion. Online training is ok for acquiring general knowledge about the EU and its structure.
"Confirm more in advance the participation of the volunteer. A lot of volunteers had the answer (positive or negative) so late and this doesn't help to organize yourself.
Also it could be better to have more accommodation for the volunteers that comes from outside Milano. If you want to have a lot of volunteers during the whole Expo you have to be able to provide to all of them good conditions.
Maybe the 2 weeks notice was too short - to know if you have to go to EXPO or not.
Train volunteers better before the expo, make sure they know much more about the pavilion and the jobs they will do
Considering the working hours and the duration of the volunteering it would be nice to have a day off.
"more informations before.
Don't say one day before it's ok or not.
A better rembourment for plane/train to come in Milano"
Improve and set a more efficient and equal schedules (rotation of teams in different shifts), a better care of the Team Leader position, more formal and informal interactions between staff and volunteers, a volunteer team transition and a couple of days off
giving more responsibilities to volunteers
There can be more tasks for volunteers who don't know Italian language.
Maybe spread a bit the nationalities, because in my shift we were almost all Italians
Trying to give a better training and try to follow the group of volunteers step by step in order to incentivate them to do their best
Provide real opportunities for later job
Accommodation near the place of working to avoid to be in late, more budget for the travel
Be more careful by choosing the volunteers as one member of my team seemed to have no motivation to be there.
A better time organization. the ones like us of the second shift of the last period, for example, made 4 hours of service while the last just 2:30. People who worked there at the office were awesome though.
It is important to improve the access to information, specially through social media or advertises
Togetherness
A thorough organization. Cuter uniform designs. Motivational rewards at the end of the volunteering period.
Probably, changing shift over the weeks could be helpful. I was in the first shift for both weeks and we couldn't visit some pavilions because of the afternoon queues.

Improvements to the volunteering programme
Just let young people know about it
I think the volunteers should be notified about being accepted in the program as early as possible in order to have more time to search for cheap flights, accommodation etc.
the volunteer should do more important, he should be in the organization managment
Be clearer about requirements (such as Italian speaking skills being very useful), but I think most issues were caused by the overarching EXPO organization, which the EU Pavillion hardly had any power over (visitors confused about different types of volunteers, insufficient EXPO capacity meaning that many visitors were rather annoyed from all the queues and difficult to deal with in general)
Let the volunteers be accommodated in the same place; let them know each other for some time before the experience; completely cover their meals or food expenses.
More events and meetings for the volunteers
"-Forming more homogeneous groups based on volunteers' age.
-Giving advice on how to seek for a job after the volunteering experience.
-Creating the opportunity to get a job."
Maybe try to give more information about the details regarding the programme prior to the volunteering experience.
To understand the volunteer needs and to help them to get used with the volunteering programme.
Just communicating things a bit in advance.
To much inform volunteers regarding European institutions
I guess my experience was special because my group was so diverse. We really had volunteers from all over Europe and even from countries outside of Europe. I had a friend that worked basically only with Italians. I really think Italians are great people. Independent from the hosting country I just would like to recommend to mix groups as far as possible in order to make the experience more diverse and interesting. At the end diversity is a cornerstone of the EU so that should also be represented by the volunteers.
making the experience last longer
I think that there might be improved communication. It could be more organized and accurate.
More working contacts
It should be better organized. I was told just few days before the event that I had been accepted as a volunteer.
Assign more important tasks
I loved it!
organized teambuilding events
Given the voluntary basis on which this experience develops I would suggest a better net of contacts for the best members of the volunteer staff.
"Better socializing program in the first days - the volunteers from the same shift has to meet and know each other before working together, to meet the team and to experience the pavilion. 30 minutes explanation before the first shift is NOT enough!
Better organization of receiving feedback from part of the pavilion, quicker reimbursement and certificate process after the end of the shift. Earlier distribution of important information (not in the last moment)."
invites to volunteer should be sent out at least one month earlier

Improvements to the volunteering programme
People with better management and guidance of volunteers experience
Volunteers from more various countries. In this case they were mostly italian
clearer assignments to duties, the supervisor (in this case the DOM) was sometimes overstrained, but it is important to have a clear statement of your supervisor in critical situations..
to give some short basic language course to people who are not from the country , where the expo took place
Have more payback for the volunteer, thus really everyone can join and experience EU
Create a coherent path of activities to deliver acquisition of new skills, leadership and awareness, concrete action
Make the Program longer, maybe a month instead of just two weeks
1day off in 2 weeks.
"Provide more information beforehand: before our arrival we were told to have some denim jeans, but when we arrived we found out that we can wear anything we want since it is hot in the summer. Such information could have been communicated earlier, so I could have packed different clothes.
Additionally, I did not like one thing. They claimed helping third world countries by donating money etc. Though all the material we received (t-shirts, sweater, bag) had labels saying that they were manufactured in Bangladesh. That gave me some mixed feelings."
Maybe organizing better the time-schedules so as to have a balance between the three of them.
I don't know,because in my opinion everything was perfect and I'm satisfied with the work of whole team. Also in my shift we were such a good team, so it was really really funny times for us. We did it, because we wanted and not because we had to.
I think a better training before starting the shift could be very appreciated
A longer period
More time between the notification that you've been accepted and the beginning of the programme
Time of the shifts
Finding a proper accommodation closer to the venue! Improving the social programme with activities similar to the one organised at the end of the period.
Better trainings, motivate volunteers with afterwork activities.
Inform us sooner if we are selected or not and refund us sooner than 2 months after the experience.
"Organize a day before the event for volunteers to meet each other and discover the city and the place of the event.
Give the possibility to stay more in the city after the experience (we had to check out from the residence where we had our accommodation the morning of our last day, we finished during the evening, it wasn't impossible for us to come back here the same day)"
To give responses earlier back to volunteers, about if they have been accepted or not as a volunteer. So that it gives us a better opportunity to plan our trip and buying (plane) tickets. It would also be practical to receive the information about the accommodation and location much earlier than the day before arrival.
Be more punctual in doing the information
to let the volunteers know about every thing before they arrive the place of volunteering
I think it was perfect.

Improvements to the volunteering programme

"What volunteers offer is their time and good will. I would appreciate if our time was more respected. As I referred above, it is unacceptable to approve the participation of international volunteers 11 days before the beginning of the period, asking them to cover by themselves a respectable amount of money due to the increase of the itinerary prices. Also, I would suggest that the team leaders have training and experience in their background so they are able to treat their colleagues with respect and not with a false essence of superiority.

Better training and feel involve the volunteer.

Tell the volunteers earlier if they are accepted or not

Change the shifts each day maintaining the same team, inform people at least 3 months before about their application process, improve the contacts between the volunteers and the people working at the EU offices

It should take less time to tell people if they will be part of the volunteering programme or not.

"Mixing more nationalities.

Volunteers should learn more about the EU itself."

Maybe you should invite the volunteers to participate in other events which will motivate them to do volunteering work .

A better training and also a post-experience just to put together our experiences.

"2 days of work (longer hours) and one day off.

Change the shifts from time to time."

do not put people randomly in the certain positions

Inform volunteers much earlier, whether they have been selected or not. The accommodation should be very close to Expo site. No age discrimination when it comes to recruiting volunteers.

Increased speed of communication between volunteers and organisers of the experience before the event.

More days to stay.

Language training :-)

Advertise volunteering positions more

Choose a place for accommodation near to the exposition, in order to make the volunteers who live there to arrive without passing through all the city to get there. This would be good, if you can arrive easily this would let you sleep a little bit more, and even if you are tired you don't have to spend more than one hour to arrive at the working place.

I don't know. I think that is ok for the moment. Maybe in the future there will be new needs.

- Residence closer to the site

I think the programme was well organised, therefore I think there would be nothing to improve.

"1) Check everyone's skills and give the daily assignments on this base, to be more efficient...

2) Try to motivate people or shifts (groups of people) on the base of a, even symbolic, reward..."

Increase the training and the tangible benefits

More flexibility to exchange shifts, because volunteers of first shift can't always join other volunteers during evening events.

be ready at time

Improvements to the volunteering programme

Communication during the application period. I didn't hear anything for 2 months since I applied so early, that I was getting worried. A simple "hey we've received your application and you should expect to be contacted ___ " would have been nice. Also that I got the interview like a month before I was supposed to be there so there was a rush. Not everyone can wait until one month to even know if they are coming or not.

more detailed pre-activity course about contents to be explained and beforehand scheduled training sessions

The volunteering program should spare some time to the volunteers by having a field trip together in the country where the expo is held for more cultural understanding and maybe reflect on how the EU has an international impact

It is very important to try all the roles in the pavilion

Better communication between DOMs

clearer communication

Better and earlier communication beforehand about practical stuff.

I was aware of the volunteering programme thank to the Erasmus Student Network. Other than that, I haven't seen a lot of information about the volunteering programme. Some of my italians friends weren't aware of the possibility to participate. Maybe the universities of the city housing the Expo could send the information to the students

Know the rights of volunteers and more reflections (at least first 2 days and last 2) in small groups for introvert volunteers to be able to express their doubts and fears

The truth is that I can't complain about almost anything. Well, the announcement of the final volunteers should have been done earlier in order to prepare and book cheaper flights, because I knew I was a volunteer one week before starting.

None

Maybe the volunteers can be undercontrol, I mean, you can check them if they really do their "job".

I don't know; because I think this experience was perfectly organized!

More activities together only for the pavillion staff

I don't know, really.

Changing shifts

Less of a commute.

Improvements to the volunteering programme

I believe the service provider - Ciessevi- which was contracted to recruit, train and manage the volunteers - hasn't done its job properly. Communication was slow and very inefficient. We were told just 2 weeks in advance that we had been accepted as volunteers. Given that the ceiling for the reimbursement of the travels to and from Milan was only 100 euros, most of the volunteers, including me, had to pay from their own pocket to cover for the difference. This could have been avoided if Ciessevi had communicated the recruitment results in due time. I was also negatively surprised by the lack of cooperation that the Ciessevi staff showed during my volunteer service. One day after we arrived, we were told that the night after our service ended we would not receive accommodation. My return ticket was due for the next day so I found myself in the difficulty to choose for a hostel or hotel, to cover for the additional night. During this time, I contacted Ciessevi and they were completely unwilling to support me with anything. They weren't even willing to help me find another accommodation or at least discuss to some of the university residence staff about a possible extension. I was therefore extremely disappointed about the way Ciessevi understood its role in this whole process.

A better organization before the starting of activities.

"to reimburse all travel expenses,

to take seriously in consideration all the ideas of the volunteers to improve the visitor's experience, don't block their creativity"

Training

Just let know the volunteers before that they have to do the volunteering.

From the experience point of view, I can really see not many improving points, everything was organized at best for us, and we put so much effort and commitment that allowed us to do a very good job in my opinion. One thing that can make the experience even better is to provide accommodation for all the volunteers, also for those who lived nearby the expo site, because sharing also those moments of living together has given the possibility to the people living in the dorm to get to know in a deeper way, while many of those who traveled, after the shift just left to go back home because of transportation

In this case, take care of some opportunity to stay in the city the night before and after the volunteering weeks

In general, better promotion in EU countries, in Croatia the promotion is really bad, and opportunities that EU offers are great. It is all word of mouth, so many people don't know, or don't believe in it

Maybe organize the promoting activities a little better, but overall everything was great.

You can encourage the cooperation between volunteers

More benefits, longer periods, 2 off days a week.

concerning the training, I think further explanation of the scope of action of the EU policies should be necessary. One thing that was crucial, yet that lacked completely, is the fact that we were not obliged to read the informations that appeared in the panels in the show room. These panels contained valuable information, yet virtually no one read them or explained them to the public. Yet, a whole session was dedicated to the use of the sandwich selfie machine.

Asking volunteers everyday feedbacks, so that problems would be dealt with everybody on the same level

Improvements to the volunteering programme
A day where you can see how the pavilion works, not put there people that know what to do because they read it once in a online training
To give more tasks and responsibilities to the volunteers.
A more fair sistem of shifts. There is the possibility to make 3 shifts of 4-4-5 days where everyone do the 1°/2°/3° shift.
Provide mentors for the volunteers who actually works at the European Commission; host mixers/networking events; give the volunteers a task beyond taking care of the pavilion such as coming up with solutions to solve a problem the EU is dealing with and ask them to present their solutions at the end of their 2 weeks.
"Have one day free
Change the tasks during one shift after e.g. the half of the shift"
Improve communication. Explain better the things about the lunch card and the rembursment
Show the values of volunteer.
none
To certificate a volunteer's experience with a fully recognized certificate of participation.
More weeks of volunteering , two are not enough
I thought the overall level of organizations was very well executed and I cannot think of any ways to improve it.
More rewards to volunteers since I felt like it was more a work and so I tried to work in a really professional way.
Crash course online, maybe only voluntarily, in Italian with the most important phrases for the work at expo would have been really great.
anything
"A better organization. (the pavilion wasn't really ready to be open)
Adopt the same rules for all shifts.
Hire VTL like that they can be a real support for the DOM
Nothing..everything is perfect
Additional information about the volunteering programme (many people ignore this programme); an online course and a course in classroom as well.
I think volunteerting oportunities should be more advertised on local volunteer- related websites.
"- a get to know thing at least with your shift at the beginning of the programme
- Italian first lesson so that we, the non italian speakers, wouldnt struggle as much
- 2-3 more get togethers on the rooftop in order to know each other more,as well as the EU staff
- informing volunteers about the working oppotunities in EU, EC, and maybe creating such scenarios where volunteers can meet people that they can be working with in the future.
To organize more after-work team activities for volunteers
Better trainings
"organisation
punctuality"
It's better to maintain regular parties:) instead of send off party
The Unione could be more in the media to make more publicity of the volunteering programme.
Better communication, also before the start of the program. Maybe more demanding tasks.

Improvements to the volunteering programme

Some meetings with previous volunteers should be organised because listening to the real experience of volunteers is the best way of improving the programme.

Team

Provide more specific training for each of the positions within the pavillion.

Better accomodation closer to the place of work. Giving some language help before work.

Wouldn't know

More stress on punctuality and professional requirements

Proomote it in socials

A better training before the start of the volunteering period

Perhaps if volunteers could spend an equal amount of time on the three different shifts so that we could get a more all-round experience of the pavilion throughout the day.

paying more attention to language (for example spelling errors in training program)

Having more parties together.

Don't be afraid to give the volunteers more complex tasks. It might take longer to train them but it might be a bit more rewarding for them to see that their potential is being used.

Fair shifts

The organization was a bit lacking

More selection

I think that the most important actions that can be taken to improve the volunteering programme would just be to come up with an idea that can include a wider audience, because the film 'The Golden Ear' attracted mainly an audience for kids and families, whereas the EU should also try to open its gates to young people and older ones, who are often the most skeptical about the institution.

It would of been good to maybe be provided with EU hats, caps because of the sun for the promoters and exterior queue people.

It is important to work on the quality of the volunteering programmes in order to deliver not only social experience, but also professional experience.

More publicity would be appreciated. A lot of friends of mine would have liked to do the same experience after having heard mine, and I personally came to know about this opportunity thanks to my mother, who follows everything about Milan, and my brother, who did the same experience. Especially in the south of Italy, where I come from, young people are not well informed, and then less motivated to do things.

Maybe a wider range of food you can eat at break.

Volunteers should be chosen among people who can actually speak Italian, not only his/her mother tongue and English

Earlier notices on accomodation, public transport etc. Provide accomodation for the last night if possible. Reimbursement process can be simplified and agreements can be made with the provider of public transport to provide volunteers with special passes from day 1 instead of having to do everything themselves -- Milan with the photocard has a bad and time-consuming solution compared to, say, London (send survey to volunteers before the event asking if they require public transport pass and how long their travel distance is etc).

The online platform and the reimbursement communication because I have sent an email to two EU pavilion contacts but I didn't receive a reply from none

Improvements to the volunteering programme
More communication between volunteers and organizers and verbal appraisals.
The DOMs and the VTLs should have more experience in organising and managing events, so that they can lead the volunteers in a better way.
It's ok this way
"i think that the volunteering programme was made in the best way.
"Incentive friendship between volunteers.
More nazionalita diversification in order to create more culture exchange possibility. "
Try to include more diverse jobs for the volunteers - things became repetitive after a while
Give the shifts the opportunity to work at different times of the day. I worked in the mornings and did not get a chance to visit the pavilions that always had a queue. Moreover, the morning shift received the least amount of volunteers usually so if we had been on later shifts we would have had to have dealt with larger groups and gained more/different experience(s).
Confirmed place only two weeks before, which seems absurd, as most people have busy summers and cannot organise assuming they will accepted to work at EU pavillion.
Revise the role of the VTL, it's useless as it is now.
Choosing the team leaders in a better way.

Q: Do you have any other comments, questions or concerns in relation to the volunteering programme or this survey?

(Note: The comments presented in the table below reflect what volunteers wrote in the online survey. It is possible to find typos/spelling mistakes as **responses have not been edited by the evaluators**)

Additional comments
I would like to know when will be the next volunteer event organised by EU, in which I could take part.
No.
It has been a greatful experience.Thank you
Thank you for choosing me for this great experience. I loved it and enjoyed it fully.
I would like to recieve more information about future volunteerings, because in my opinion is not so easy to find it.
I want to say thank you to everyone who worked to give us this amazing opportunity!
How can I apply to participate to EXPO 2020 in Dubai?
Great experience! Loved every part of it.
No
It has been an excellent opportunity for me to learn new things and get to know new people.
No
How the EC plans to improve the volunteering experience? You are gathering the feedback but who will be taking care of implementing it???
no
I really enjoyed my time at expo! Thank you!
How to apply for next expo with the Eu? :)
I am really thanked for the experience. It was amazing.
Just to THANK everybody who was working on it. It was amazing.
Keep hiring volunteers, it is a great idea :)

Additional comments
How much time does it take to receive the reimbursement?
It was a big minus that the accomodation place didn't have wireless Internet in the rooms, since not everyone brought a laptop to plug in and only had the cellphone. We were promised to receive a certificate after a few weeks, but it has now been almost 1,5 months after we finished.
how can i participate with the next event like expo spicily with EU
No.
I would appreciate if the economical issue was taken care of, even now.
"Theonly food we had a day during the volunteering...there was always problems. We couldn't eat most of the things (only the selected...pasta most of the times).
The queue in other pavilions to visit them....while I am working without being paid. "
No
No.
A chance to prolong volunteering experience if: there is a will from the volunteer's side and overall satisfaction with his/her work from the DOM's side.
Be positive
It was a wonderful experience which I will cherish throughout my life.thankyo7
I hope to be part of the group in the next expo in Dubai, maybe helping also in the design/project of the pavillion, working with an internation group from all the parts of Europe (young architects and designers that can work toghether to give a fresh messagge).
"It's been a great and constructive experience.
Inform us for for the next expo or other opportunities :) "
It was one of the best experiences I have ever done and thanks to it I gained much, most of all from a personal point of view.
When I 'll get the certificate of my volunteering experience?
No
It has been the most rewarding experience i have ever had and the people were extremely nice that we became close friends in no time
Staff is perfect
The volunteering experience was wonderful and i would recommend it to other youngsters who love helping out and meeting other people.
I had a lot of them when I was working and first 2 weeks after coming back
None
Thank you very much for accepting me to the wonderful EXPO!
No i don't
No
No

Additional comments

It is important to note that my shift was relatively early, and so it is entirely possible that some or all of what I say has already been dealt with. That being said, be realistic about languages (in my group, at most half of the volunteers could hold a conversation in Italian, yet people were promised from and before the beginning that the working language would be English, which it very very obviously was not. Those who did not know Italian were at a clear disadvantage, and were sometimes justifiably upset when they were shorthanded or when they could not serve in a position more favorable to them due to their language skills). Also, solve problems that are obviously there and cause problems very often, such as the temperature (people leaving because the rooms require a winter coat), recipe cards being only in English and glitches that led to movie cycles being off track and ruining the cycle thus leading to long waits then 2 or 3 theaters open at one time. Also, often times the conferences going on upstairs, as well as other events, that were burdensome to the pavilion by doing things such as leaving bags for us to watch after.

There was no social programme organized for the volunteers. Apart from the first briefing day, there was no event, no workshop no other type of activity organized to help volunteers know each other, discover Expo or meet the other EU pavilion staff. We had access to some events organized for all the volunteers working in the expo, as well as other events organized by other organizations in Milan, such as ESN. However, there was no single social event organized just for the EU Pavilion volunteers. I believe this could be improved in the future.

"many questions in this survey are repeated,

the DOMs are our chief, they should be better than us in this situation, not worse (read the comment of question 22 for more)"

Overall I was very critical of the EU pavilion, but I do bear in mind that some communication strategies can be rooted in some other political and financial strategy. Yet, I was disappointed with the content of the exhibit, and I think this is a shared feeling. However, I do acknowledge the excellent follow up and benefits the EU pavilion volunteers benefitted from, and the incredible opportunity being a volunteer in such a marvellous place was. I am very grateful for this!

More of them. A lot of young people have totally no idea what EU is and what it can do for them.

No, that was the most amazing volunteering I have ever done :)

Thank you for the opportunity you gave me. This experience has really impressed my life.

The target public of the pavilion is mainly kids.

There are some repeated questions (gender was asked twice), spelling and grammatical errors but overall it's a comprehensive survey.

This survey it's quite long

re-read the survey before sending it out. A couple mistakes and repeated questions.

It was a nice experience, but the pavilion was a huge disappointment for me! Really!

I am glad that I could have been part of such experience and that the EU is providing such opportunities.

People from the office upstairs were very polite and nice.

Additional comments

I also volunteered for the EXPO general organization (from 23th July to 05th August). I preferred the EU volunteering, though: better organization, more work to do, closer relationships, more sense of realization. Thank you!

No

No

No, I don't

Nope

I enjoyed the experience a lot and I will always remember it in the most positive way

No

The online training for the programme was ridiculous, full of spelling mistakes and made us learn useless facts.

7. INTERVIEWS WITH STAKEHOLDERS

The table below provides the details of interviews conducted throughout the evaluation.

Group	Name	Role	Date
EU Expo Task Force	David Wilkinson	ETF - Commissioner General	08/01/2016
	Matteo Fornara	ETF - Director	01/12/2015
	Giancarlo Caratti	ETF - Deputy Commissioner General	17/12/2015
	Julia Beile	ETF - Deputy Director	02/12/2015
	Bruno Marasà	ETF - Deputy Director	10/12/2015
	Rossella Speroni and Alessandra Mazzola	ETF - Events Manager and Officer	01/10/2015
	Tremeur Denigot	ETF - Communication Manager	01/10/2015
	Marco Ricorda	ETF - Community Manager	30/09/2015
	Stefano Totoro	ETF - Press Manager	09/12/2015
	Elisebha Platzer	ETF - Head of international affairs, Coordinator of B2B and Protocol and Head of Evaluation	17/11/2015
	Jette Pedersen	EC – DG JRC, Finance and Procurement	29/02/2016
	Roberto Babich	ETF - Site planning and development	14/04/2016
Inter-Service Working Group	Patricia Libert	EC – DG AGRI, Information and Communication Assistant	02/02/2016
	Alessandro Gianini	EC – DG SANTE, Policy Officer	12/01/2016
	Eugenio Stoppani	EC – DG GROW, Policy Officer	21/01/2016
	Sara Demeersman-Jaganjacova	EC – DG ENER, Policy Officer	18/12/2015
	Vaya Mousa	EC – DG ECHO, Information and Communication Assistant	21/12/2015
Contractors	Matteo Pederzoli	MCI Group – Curator	27/11/2015
	Dragana Clarke and Matthew Clarke	Amadeus Holdings AG – Operations	04/02/2016
	Valeria Centinaro	Camera di Commercio di Milano (PROMOS) – Startegic Areas	11/02/2016
Participating MS/pavilions	Sara Everett	United Kingdom – Pavilion Director	12/10/2015
	Eva Baldessin	France – Pavilion Deputy Commissioner General	29/10/2015
	Evelien Bijl	Netherlands – Pavilion Deputy Director	13/10/2015

Group	Name	Role	Date
	Agnes Karancsi	Hungary – Pavilion Protocol Officer	19/10/2015
	Dietmar Schmitz	Germany - Commissioner General	05/01/2016 ¹
	Elvira Marco	Spain - Director General of Acción Cultural Española (AC/E)	18/02/2016 ²
	Daniela Fatarella	Save The Children - Director of Marketing and Communication	28/10/2015
Non-participating Ms	Roberts Stafeckis	Former Commissioner General for Latvian pavilion in Shanghai 2010	22/01/2015
VIPs	Vladimir Sucha	EC – DG JRC, Director General	15/12/2015
	Paolo de Castro	EP - Committee on Agriculture and Rural Development, Standing Rapporteur for Expo 2015	16/12/2015
	Patricia Reilly	Cabinet of Commissioner for Education, Culture, Youth and Sport - Cabinet Expert	16/12/2015
	Juana Lahousse-Juárez	EP - Director-General for Communication	17/12/2015
	Giovanni Kessler	OLAF / Anti-fraud office – Director General	08/01/2016
External stakeholders	Fabrizio Grillo	Secretary General of the Italian Pavilion and Managing Director for International Organizations and Special Projects	21/01/2016
	Franz Fischler	Chairperson and former EU Commissioner for Agriculture and Fisheries	15/12/2015
	Tim Benton	Member; UK Global Food Security Programme and School of Biology, University of Leeds	17/12/2015
	Fernanda Guerrieri	UN Commissioner General at Expo and FAO, Assistant Director-General	16/12/2015
	Mella Frewen	FoodDrink Europe, Director General	13/01/2016
	Allan Buckwell	Research Fellow at Institute of European Environmental Policy	01/02/2016
	Filippo Pasquet	EEN - Policy Officer	22/12/2015

¹ Germany sent responses to the interview guide in written form.

² Spain sent responses to the interview guide in written form.

8. OBSERVATION REPORTS

The following table presents the findings of the two observations conducted during the evaluation.

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
Organisation of the visit	Observation organised in three time slots each day: 11:00-13:00, 14:00-16:00, and 17:00-19:00. Main activities performed were: short interviews with visitors and volunteers and observation of visitor experience.	
Number of visitors	On both days, there was a very high number of visitors to Expo, making queue times both at the entrance gates and popular pavilions extremely long (on 29 August (Saturday) at 10.30am the queue to the Italian pavilion had reached the Decumano and waiting time was over 5 hours). Opening times had been extended since mid-August (9.30 am, new opening time). This was reflected also in the number of visitors to the EU pavilion, where on the weekend before the observation period, there was a record in the no. of visitors (over 5K, as informed by pavilion staff). Volunteers and staff confirmed that the number of visitors had steadily picked up from mid-August onwards and seemed to be growing every day.	The overwhelming increase in the number of visitor at Expo was reflected in the number of visitors to the EU pavilion: the queues built up quickly from early morning and grew steadily. Waiting time was on average at least one hour, sometimes up to two. Volunteers and staff confirmed this and said that numbers had rocketed from mid-September onwards and seemed to be growing every day.
Profile of visitors	Majority of visitors consist of families with young children, followed by families with teenagers, young couples/students, and finally a random mix of older couples, small and medium sized groups of friends. School groups were mostly attending in May and June and are expected to come back in September/October. Italians make up 75% of all visitors, with the remaining 25% coming from abroad (mainly Germany, France, and China). Data confirmed by Fabrizio Grillo, Secretary General of the Italian Pavilion and Managing Director for International Organizations and Special Projects.	Majority of visitors consisted of school groups accompanied by teachers/parents/guides, limited presence of other profile of visitors. Profile of visitors changed quite dramatically after 4 pm (when school groups leaves the Expo), reversing back to the similar mix witnessed in our prior visits.
Flow of visitors	Visitors (adults and kids) seemed to enjoy the outside area of the pavilion very much, shaded by big parasols	Outdoor area was very busy throughout all day on both days, and there was a never-ending flow of people

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
	<p>and with yellow balls that served as seats. The area was always busy and there was a constant flow of people joining the queue to enter. Groups of 30 were allowed each time. At the busiest time, visitors had to wait 15 to 20 minutes to enter the pre-show area. In the post-show room, after a slow beginning in the morning, the numbers quickly picked up and it was then comfortably busy during the whole day, on both days. Lunchtime was the only time when numbers thinned-up, but the pre and post show areas were never without visitors. Volunteers and staff confirmed the observations and explained that the number of visitors had steadily picked up from mid-August onwards and seemed to be growing every day.</p>	<p>joining the queue to enter. Queues built up quickly from early morning and grew steadily. They quieted down after 4pm when most school groups left the Expo. Waiting time was on average was at least one hour, sometimes up to two.</p> <p>The space outside the pavilion had to be freed up to allow more space for people to queue and the DOMs and volunteers were very busy keeping groups together. But the queues were flowing and were relatively fast compared to other pavilions (teachers mentioned they would have liked to visit the Italian pavilion, right opposite to the EU one, but that the queue was way too long). There were times when the queues were a bit chaotic, but this was the same everywhere, usually because each school group was made of up 20-30 kids, all very excited about the Expo experience.</p>
Attitudes/behaviours at different moments	<p>Outside: There was some confusion about the entrance to the pavilion or beginning of the queue mainly due to the design of the pavilion: the entrance is on the far corner of a long façade, at the opposite corner of what is in fact the most striking architectural feature of the pavilion (a corner extruding from the main building, topped by the terrace facing the Tree of Life). We noted many people trying to enter the pavilion from the exit door, which is located just below the terrace on the side. Another confusing element was the door that gave access to the DOM's desk, which was right in the middle of the long side of the pavilion (and adjacent to the door for pavilion staff). Because the visitors' queue spread along the pavilion, between the DOM's door and the actual visitors' entrance, many people tried to enter from the former. Also, there was no sign to indicate visitors they should not use that door.</p> <p>On a later visit, we noted that the poor initial pavilion</p>	<p>Outside: We did not note any confusion about the entrance to the pavilion, especially because volunteers were directing and organising the flow of visitors and the queues. There were two new interactive exhibits along the front left side of the pavilion (previously used for temporary exhibitions). One was the "Sylvia's Challenge" (a giant flipchart where visitors could choose which everyday product needed the most water to be produced) and "Life size vegetable cut-outs" providing some general info and where people could stand behind and take photos.</p> <p>Queue/Pre-show: Because of the much longer queuing time and the profile of visitors, the screens in the queuing space were a useful tool to keep the children occupied and prevent them from misbehaving. Teachers were reading out loud the "True or False" questions and children shouted the answer. But some teachers mentioned they did not really understand the</p>

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
	<p>decor had been addressed by adding an advertising banner over the whole blank façade above the queuing space. Also, an "Entrance" board with Sylvia and Alex was placed right in front of the visitors' entrance, lessening the problem. Nevertheless, people coming from the other side of the pavilion (from the Tree of Life, bio-park, etc.) would still try to enter from the Exit door.</p> <p>Queue/Pre-show: The queue to enter the pavilion was busier and longer than in July, but still relatively fast when compared to other pavilions. People did not seem to mind waiting for 10/15 minutes, and the queue was shaded. While queuing, visitors paid little attention to the screens, but mostly talked with one another and looked around at what was going on in the Cardo or Tree of Life. Screens were too high when standing right underneath them and too far to read when looking at them from far, especially for children. Only time when visitors paid attention was when pictures of 'real' people were shown, greeting visitors in different languages (the volume was loud enough to make people aware and look up). The "True or False" screens played no role in engaging visitors, as they only required people to read questions and wait for the correct answers.</p> <p>Inside the pavilion, visitors joined another short queue where volunteers welcomed them and pointed to the smell of bread ("more like biscuits", some said), to the information presented along the walls and on the screens. Because usually visitors did not spend long time in this area and were rushed quickly to the show, the information on the monitors (mostly about wheat and bread, including themed artworks and pictures of bakeries around Europe, and the Nobel Price timeline) was not really noticed. They had hardly any time to look at the images and read the references to Sylvia and Alex's story scattered along the wall either (again, too</p>	<p>questions or the contents.</p> <p>Inside the pavilion, children joined another short queue and volunteers called their attention by asking questions about the EU (e.g. Do you know what the EU is? What pavilion are you visiting now?) They also pointed to EU flags, the smell of bread, and the information presented along the walls and on the screens.</p> <p>We investigated a bit more about the design of the pre-show area and found that there were two different pieces of info along the walls/corridor: (i) dates and text related to the history of the EU's Nobel Prize, which was spread on the walls and ceiling and hence was unreadable and hard to notice; and (ii) Alex and Sylvia family pictures and central life moments (childhood, school, graduations, birthdays). Again, these were pretty lost by the public because they spent little time in the areas and because the info and pictures were spread out along the whole length of this area, which included the DOMs desk and the entrance door area, where nobody ever stood or looked at.</p> <p>Show: Primary school students really loved the movie, especially the light show. They noted many of the details, such as the changing images in the "windows". Little ones were captivated by the story and stopped talking completely to pay attention. They screamed when the floor shook and the thunders stroke, they laughed with delight when it rained and loved the scenes with the two dogs. We heard quite a few "Che bello!" (So beautiful) during our viewings, as well as rounds of applause. Some teachers mentioned that the text was a bit too fast to read for some, but that the voiceover was good enough for children to understand the movie's content. Secondary school students (10-13 years old) had mixed reactions and a typical 'teenage attitude' i.e. they cracked jokes and teased and some got bored</p>

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
	<p>high for some children to see properly). Moreover, visitors had not seen the movie yet at this point of the show and therefore were not able to understand or relate to the references to Sylvia and Alex's important life moments.</p> <p>Show: Volunteers introduced the movie, the characters and the general message. The latter varied depending on the volunteer, and was not always consistent. The first show room had a capacity of 30 people and when full, could be a bit cramped, with visitors having to sit on the floor and struggling to find space for the pushchairs. But volunteers said nobody had ever complained about it. Visitors seemed to enjoy very much the first movie and both adults and children were enthralled by the lighting effects projected on the walls, they smiled and were captivated by the story. A few (older) people lost interest after a while.</p> <p>The room was full of props of Alex and Sylvia's bedrooms (books, frames with the dog's photos, etc.), which contributed to creating an immersive experience for visitors. But visitors could not really see them in the dark, and therefore were quite useless.</p> <p>The show then continued in a second room where visitors were seating or standing. The layout of the seating/standing areas proved a bit confusing, but people settled in pretty quickly. The second movie was very successful: adults and children were all surprised by the special effects (especially the rain) and laughed at some of the scenes, especially the ones involving the two dogs. At the end, they clapped and a number of people said "beautiful" in a loud voice.</p> <p>During one of the shows, an older couple left the room before watching the movie. Volunteers explained that this rarely happened and that it was mostly Asian visitors who could not understand English/Italian or</p>	<p>started playing with their phones. But overall they seemed to like especially the light effects on the walls. We asked volunteers if any people had left the pavilion before/during the show (as we noted the last time). They confirmed it was very rare and when it had happened they did so at pre-show because they thought it was just for kids.</p> <p>Post-show: The situation in this area was very much different from what we saw during our last visit in August. It was constantly fully packed with school groups, sometimes uncomfortably so. It sometimes proved difficult for volunteers to manage the amount of people, particularly because it took a long time for the teachers to organise their groups and leave the pavilion (especially on the rainy day). This caused some overcrowding at times, but nevertheless children did not seem to mind and looked like they were enjoying the whole experience.</p> <p>Volunteers were very good at getting children's attention (especially the youngest ones) They mentioned that it was a joy to work with primary school groups because they always paid attention, followed them around, and heard their explanations of the interactive panels.</p> <p>Touchscreens, which were normally ignored by most adult visitors, were very popular with children. All looked very comfortable using the technology and enjoyed playing with it like a tablet or smart phone. Children were not particularly encouraged by volunteers or adults to interact with the screens; they just went on their own and crowded around the displays. Older kids were less interested and they simply stood around making jokes and teasing each other, teachers and sometimes the volunteers (who said they did not enjoy having to deal with groups of teenagers).</p> <p>The sandwich game was again the most popular exhibit</p>

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
	<p>visitors with no children.</p> <p>Post-show: Visitors left the show area and walked along a corridor to the entrance of the content centre, an area enclosed by two blank blue walls. Two volunteers stand at the end of that corridor in order to show the Nobel Prize exhibit. Out of the six times we observed the show, only once a volunteer mentioned briefly what the visitors would find at the post-show area. Visitors usually walked out the pavilion quickly and were not very interested in the content centre (however, couples and families with children tended to stop for longer). Before they left, many visitors were naturally drawn to “freebees” and looked at what was on offer. Some were genuinely interested in getting more information on the JRC and were happy to hear about the possibility of visiting it with their children. We heard a number of requests for seeing the movie again (online, on TV, etc.) and the possibility of showing it in schools. The majority of visitors signed the golden book and left comments which were usually positive.</p> <p>Overall, we have noted a number of issues related to the design and content of the post-show which may have had an impact on what visitors emerged from the experience:</p> <ul style="list-style-type: none"> • Nobel Prize: The exhibit was too small and the space was limited for the 30 visitors to gather around it. Hence, volunteers had a hard time getting visitors to stop and listen to their explanation. This resulted in the majority of the visitors simply walking by to the next area. Moreover, the wall around the exhibit did not have any information on the Nobel Prize and why it was there (all was shown at the pre-show, where visitors had hardly any time to see). • Touchscreens: There were three of them, which 	<p>among children, and the volunteers always tried to get the whole group to pose for the photo. Two teachers commented that the game should have explained better what DOP/AGP meant and why they were important when choosing certain food/ingredients.</p> <p>There was a new interactive game at the post-show called “Take the JRC food challenge”. In it, visitors answered questions via a touch screen and could get a gold or a silver star according to the rate obtained. Not many people played with it, mainly because of its location: it was squashed in a corner between two of the three existing interactive screens and had a safety barrier placed in front of it. Therefore, it was quite difficult to access, especially when there were too many people standing around the other two panels. The game provided in depth info on a wide variety of topics related to food and environment, but it was text-heavy and people did not read it.</p> <p>Because the space was usually taken over by school groups, the very few visitors who came in independently left the post-show immediately. Volunteers mentioned that the most common criticism from (adult) visitors was the lack of info on EU policies and technical information in relation to food, agriculture, science, etc. Finally, the importance of the Nobel Prize – and the reason why it was shown in the Pavilion – was still totally lost to the majority of the visitors we spoke to.</p> <p>Before leaving, children were handed out an EU pin by volunteers. They were also allowed to pick one poster each and volunteers and teachers stamped handmade Expo passports with the EU stamp. Again, we heard frequent requests in regards to the availability of the movie (on-line, on TV, etc.) and the possibility of showing it in schools. The majority of children/teachers signed the golden book and left comments about the</p>

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
	<p>were identical in functionality, and the sandwich game, by far the most popular element of the post-show. There were limited explanations offered to visitors on what they could do or see there. The content on the screens (text and videos) was too long for people to watch until the end. One visitor said: "there is a lot to read in the post-show, but not much to do". Panels were also too high for kids.</p> <ul style="list-style-type: none"> • <u>Volunteers</u>: It was the first day of a new wave of volunteers, when they undergo an on-site training in regard to their service and tasks in pavilion. Therefore, it was not the appropriate day for examining their performance. In the content centre, some were standing around the screens without interacting much with visitors. They were active only when encouraging visitors with children to play the sandwich game. We mentioned this to the DOMs and they explained it was volunteers' first day so they were familiarising themselves with their tasks. On the next day they instructed volunteers on how to better interact with visitors. This resulted in a clear improvement over the course of the second day. • <u>Targeting</u>: The nature of information provided and how it was presented was not targeted appropriately: on the one hand, the movie proved to be adequate for engaging children, but in the post-show there was nothing really that attracted their attention besides the sandwich game. On the other hand, most adults were keen to learn more about the EU and dig a bit deeper into the food policy/sustainability themes, but thought the panels were aimed at children and did not investigate further. 	<p>Expo in general, the EU and the EU pavilion, which were usually very positive.</p>

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
VIP area	Only event that took place was the 7th Meeting of EU Member States (28/08/2015 - 5.30-7.30pm). Meeting was held in the conference room (99 seats) on the first floor. After the meeting, participants were invited to a buffet dinner and cocktail on the terrace of the pavilion, where they watched the night show of the Tree of Life. Everybody seemed to enjoy the chance of getting to know each other in such an informal and appealing setting. The food was good and people were chatting and networking in a very relaxed atmosphere.	There was a volunteer in the terrace at 1 pm that was going to carry out the event survey. But nobody showed up and the volunteer was sent back to the ground floor.
Organisational set-up	<p>Staff: Volunteers and DOMs were always available and we did not notice any issue in relation to staff shortage. We did not come across any volunteers complaining about stress or any other major issues. Some volunteers chosen to carry out the survey were not happy to have to perform the same task for four days in a row instead of being moved around to different task as the rest. Interactions between volunteers, volunteers with managers, and volunteers with visitors seemed to be very smooth and we never witnessed any particular problem. Some Team Leaders were clearly very popular and Angela (ETF) was highly appreciated by most volunteers (volunteers often kept in touch after they had finished their two weeks shift and sent her messages, photos, cards, etc.). She was very caring and always made sure that volunteers were looked after. Dragana (Amadeus) was very organised and well-prepared, and she was always aware of what was going on and who was doing what.</p> <p>Technical aspects: There were some technical issues with the show (special effects not working properly, one of the three movies not working) on 28/08 (morning), but were quickly resolved thanks to good communication chain between volunteers, DOMs and the tech crew.</p>	<p>Staff: Because of the sheer amount of visitors (and especially children) and the fast coming Expo end, staff seemed a bit more stressed, but still very satisfied with the success of the pavilion (both in terms of visitor numbers and appreciation of it). Staff was also satisfied with the positive impact of the pavilion as a shared space and platform for other EU MS and DGs events. Some volunteers were naturally more skilled than others for interacting with children. Some were really funny and engaging and added more details or captivating info to their explanations e.g. that the movie had been nominated for an Oscar.</p> <p>Volunteers and DOMs were always available for visitors and we did not notice any issue in relation to staff shortages.</p> <p>There were no technical issues while we were there and considering how many people were going through the visitor experience, it was quite impressive to see everybody working together.</p>

Topic	1 st observation (28-29 August 2015)	2 nd observation (12-13 October 2015)
Other comments	<p>Members of the ETF and contractors are aware of every detail in the story of Alex and Sylvia and in the pavilion. Being there every day reinforces more and more their knowledge and understanding of what they want to communicate to visitors, but also makes them less and less aware of the fact that visitors spend very little time in each pavilion. The design of the space is therefore as important as the story concept and images. A number of details do not stand out as they should and, despite being there to help the visitors understand the overall message, they are lost to most. Although the visitors' survey will show that the vast majority of people have truly enjoyed the film, the underlying message of EU's importance/impact when it comes to food policy has somehow gotten lost. Same for the bread and golden ear thread.</p>	<p>The visit this was very different from all past visits. There were overwhelming crowds of visitors (extensively reported by the media) and an incredibly high number of school classes spending almost the whole day at the Expo site. Queue times at entrance gates and popular pavilions were extremely long (at Italy and Japan there were over 8 hours of waiting time). Expo opening times had been extended to 9 am and at the Triulza Gate – easier to reach by public transport – the police had to allow in visitors even earlier when the queues reached a critical point. On the second day of the visit, there was torrential rain, which made it difficult to talk to visitors outside the pavilion.</p>

9. EVIDENCE COLLECTED FROM MEMBER STATES

The table below presents the monitoring data provided by Member States.

	UK	France	Germany	Spain	Save The Children
Pavilion size	1,910 m2	3,592 m2	4,913 m2	2,104 m2	800 m2
Location	Central (Decumanus, main axis of Expo site)	Central (Decumanus, main axis of Expo site)	Central area of (Decumanus, main axis within Expo)	Central area of (Decumanus, main axis within Expo)	West (Decumanus, main axis of Expo site)
Theme	Grown in Britain and Northern Ireland	Producing and Providing Food in a Different Way	Field of Ideas	Cultivating the Future	Be the Change
Concept	Used the journey of the honey bee (and its vital role of pollination in the global food chain) as a metaphor for how the UK is a hive of innovation and creativity helping to feed the planet	Focused on how we can ensure adequate food supply in the long term by presenting France's capabilities and points of excellence	Calls for a different way of thinking and creates awareness of the forces of nature as essential sources of food, which must be protected.	Focused on key areas such as its production/distribution of basic foodstuffs; its dietary model; the relationship between landscape, food production and cooking in developing tourism; and its contribution towards the Millennium Development Goals.	Presented an experiential village where, through interactive installations and multi-sensory experiences, visitors could learn about the impact of malnutrition on children as well as correct feeding practices
Dimensions of presence	Communication Business	Communication Policy Business	Communication Policy Business	Communication Business	Communication Education Fundraising
Target number of visitors:	2.0 million (11,000/day)	1.8 million (10,000/day)	3.0 million (16,000/day)	2.2 million (12,000/day)	0.3 million (1,650/day)
Total number of visitors achieved:	3.4 million	2.3 million (12,100 a day)	3.0 million	3.5 million	150,000 visitors (est.)

	UK	France	Germany	Spain	Save The Children
Total number of visitors in past Expos (if present):	Hannover: Did not attend Shanghai: 7 million	N/A	Hannover: 5.4 million Shanghai: 4.3 million	Hannover: 3.0 million Shanghai: 7.0 million	First Expo experience
Percentage of target visitors/capacity reached:	Avg. per day: 16,944 (+54%)	121%	100%	160%	N/A
Characteristics of visitors' profile:	Age 18-30: 35,1%; 31-60: 54,5%; 61 or more: 10,4% Nationality: Italy 61,4%; UK 3,9%; Europe (Not Italy and Not UK) 23,9%; China 2,8%; UAE 0,5%; North America + Mexico 2,1%; South and Central America 1,9%; Asia (Not China) 2,8%; Africa 0,7%; Australia 0,4% Groups of 3.2 people in average visiting pavilion.	Gender: 59% of visitors during the last two months of the Expo were women. Nationality: 42 different nationalities. Most represented region was Europe (95%) due to its geographical proximity, with 22 nationalities, including Italy (70%), France (16%) and the UK (2%) leading. ³	N/A	Mixed gender All ages Mainly Italian visitors (upper or medium social class) Mostly families with or without children / school groups with teachers / friends groups	Families and children (800-1000 schools visited, more than 20,000 children)

³ Visitor profile and satisfaction (from 15/09/2015 to 25/10/2015 – 1112 visitors interviewed)

	UK	France	Germany	Spain	Save The Children
Reasons of visitors for visiting the pavilion:	Business: 6,2%; Education: 11%; Leisure: 82,7%	Overall, the France pavilion visitor visits the World Expo site for personal enjoyment and only one day.	Exhibition content, interactivity (seedboard)	<p>Majority were spontaneous visitors Some were interested in the cultural activities (tasting, conference, workshop, music, dance, etc.) A lot of people came to the different types of restaurants located in the pavilion (Tapas Bar, gourmet restaurant and beach bar) to enjoy a wide and varied selection of Spanish cuisine. Average waiting time was relatively short thanks to providing a continuous flow of visitors Media mentioned the pavilion as one of the attractive pavilions at Expo site Reputation of pavilion spread by word of mouth.</p>	

	UK	France	Germany	Spain	Save The Children
Visitors satisfaction with the pavilion:	From 1 to 5, avg. satisfaction was 3,86 1=Very Poor 1,1%; 2=Poor 7,2%; 3=Good 23,2%; 4=Very good 41,5%; 5=Excellent 27,1%	80% of visitors interviewed considered themselves "very satisfied" or "satisfied" with their visit to the France pavilion.	Very satisfied, (visitor service very much appreciated)	According a non-official visitor satisfaction survey carried out in August (464 people interviewed), 76% expressed their positive experience (34% very satisfied and 42% somewhat satisfied)	Over 90% satisfaction. Visitors liked especially that they were accompanied by peer educators who guided them through the experience. Circa 45k signed up for a petition to support fight against child mortality Raised € 1.5-1.8 million for field projects from companies Visitors donated € 300,000 Recruited 700 donors who will donate at least € 15 a month (€120,000 per annum)
Social media reach:	Facebook: N/A Twitter: 9,600 Instagram: 5,800 Website unique visitors: 16,700	Facebook: 21,982 Twitter: 3,919 Instagram: 2,714 Website unique visitors: Over 204,000	Facebook: 5,054 Twitter: 3,900 Instagram: 500 Website unique visitors: 178,941	Facebook: 1,591 Twitter: 3,558 Instagram: 2,350 Website unique visitors: 75,000	N/A
Use of paid advertising? (Y/N)	N/A	N/A	No	No	N/A

	UK	France	Germany	Spain	Save The Children
Level of presence on traditional and social media:	58 individual TV, radio and print media interviews by Director \ Deputy Director 71 additional articles in target markets with a reach of over 160,000,000.	Since 1 May 2015, 235 French articles and 146 Italian articles: 1,035 French press coverage 1,260 Italian press coverage An average of 54 articles per week.	N/A	Spanish media coverage: 1,936 Italian media coverage: 683	Over 2,000 media appearances (TV, radio, press). Very positive and strong activity. Ad-hoc website where one could visit the village as an immersive experience Worked with bloggers (mothers that had blogged about the issues covered) Over 600 volunteers recruited and gained spontaneous support through these.
Budget (EUR):	14.2 million	20.0 million	48.0 million	18.0 million	N/A
Budget composition (%) (e.g. design, construction, operation, supplies, catering, staff etc.)	Construction: 8.8 million, remainder running costs. Catering staff\supplies covered by Mosimanns who had the concession to run the restaurant on site.	Construction: 14 million	N/A	17.8 million (all except traditional media, social media and website)	N/A

	UK	France	Germany	Spain	Save The Children
Budget for traditional media, website & social media actions:	N/A	Communication, international relations and protocol: 1 million	N/A	0.17 million	N/A
Budget sources (type and amount) (e.g. public money, private investment, sponsors, shop/bar etc.)	Public: 13 million Sponsorship in cash/kind: 1.2 million	Public: 20 million (divided between 7 ministries involved in the event) Private: 2 million	Public	Public money: 17.3 million Sponsors: 0.4 million Shop/bar and others: 0.3 million	Sponsors
Total budget for past Expos (if present)	Hannover: Not present Shanghai: 31.0 million	Shanghai: 42.0 million	Hannover: 143.0 million (approx.) Shanghai: 50.0 million (approx.)	Hannover: 27.0 million Shanghai: 51.0 million	Not present

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